

# RECRUITER

United States Army Recruiting Command

June 2002

# Journal



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# Recruiter

June 2002, Volume 54, Issue 6



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## Happy birthday, Recruiting Com- mand

*In June we celebrate not only the Army's birthday but also the birth date of an important symbol of our Nation — the American flag.*

**I**t is June once again, and time to celebrate the birthday of the institution we serve! As all of us know, our Army shares its birth date with the singularly most important symbol of the Nation we serve — the American flag. While that shared date is a curious coincidence to the untrained eye, it is deeply meaningful and not at all coincidental.

Old Glory and the Army share an origin that has its roots in the American Revolution and the American ideal of democracy. Both owe their existence to the uniquely American ideals of freedom and representative government. The ideals of *loyalty, duty, respect, selfless service, honor, integrity* and *personal courage* have their origin at Bunker Hill, Valley Forge, and Yorktown. They were refined and forged in places near and far, and consecrated by the blood of American soldiers of all walks of life, all races and every creed.

The common origin and richly intertwined histories are also the reason why America's Army is so widely respected around the globe, and so highly regarded at home. Her history is the history of the United States itself. One cannot be fully told

MG Michael D. Rochelle



without a significant recounting of the other. Whether telling the story of the civil strife of the 1800s or the westward expansion, it is difficult to know where one history begins and the other ends. Whether recounting the building of the Panama Canal or the liberation of Europe from tyranny, both histories easily blend into one. America's Army is deeply rooted into the fabric of our uniquely American democracy like no other institution. Accordingly, when we celebrate the Army's birthday we celebrate much more than just the birth of the finest fighting force on the face of the earth and the flag under which it proudly serves. We also celebrate democracy. We celebrate the sacrifices of men and women from Bunker Hill and Yorktown to San Juan Hill and the Euphrates Valley. Today, American soldiers continue to risk all in the war on terrorism. Serving proudly under Old Glory's banner, soldiers — men and women linked by a special bond to those of 1775 — defend freedom from Afghanistan to Bosnia, just to name a few.

A birthday is a special day under any circumstances. The Army's birthday is made even more special by the shared significance of the day with another symbol of our great democracy. Similarly, the richness of the shared history with that of the Nation it serves makes America's Army even more special for those of us still privileged to serve.

Happy birthday U.S. Army! Happy birthday Recruiting Command!



# Basic rules for the noncommissioned officer

## *Standards that are expected of every noncommissioned officer*

I often speak to soldiers about reaffirming their professionalism. I want to convey some basic rules for the Noncommissioned Officer Corps.

I believe it is only fair to you as an NCO that I, as your CSM, state the standards I expect. I want you to understand that the tactical and technical knowledge I expect depends directly on an NCO's experience. NCOs with years of duty should be more proficient than a junior NCO.

- **Physical condition:** You must be in excellent shape and exercise should be above what is required. Practice moderation in your eating, drinking, and social life.

- **Military bearing:** Are you clean-shaven, uniforms clean and pressed, hair cut? Are you always in the proper uniform; do you slouch? Do you wear the beret properly? Do you set an example for your soldiers? Professionalism is 24/7.

- **Military courtesy:** Do your soldiers salute properly and at the proper time? Do they know and observe all the rules of military courtesy? Do you set an example for your soldiers? Do you make constant on the spot corrections?

- **Attention to duty:** Are you always looking for ways to improve yourself and your soldiers, focusing on your duties as an NCO and never forgetting who you are and what constitutes your responsibility?

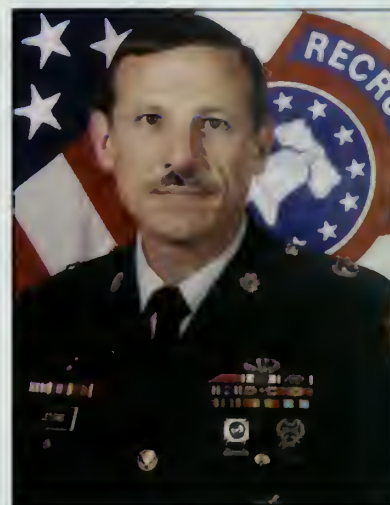
- **Cooperation:** You must be interested in your unit, your command, your Army and your country. Look beyond the sphere of your own job; cooperate and help those around you. Remember that we are relatively unimportant as individuals; however, we are vitally important as An Army of One.

- **Initiative:** Do something all the time; don't wait to be told. An NCO who has to be told constantly what to do or not to do is useless. Do something! It may not be exactly right, but it will be close. You will never learn anything or be successful waiting for someone else to tell you what to do.

- **Promptness:** Timing is important in performing your duty. Manage your work quickly, with good judgement and sound decision. Be on time for meetings, classes, formations and work. Promptness is a virtue. Don't procrastinate.

- **Instructing or training soldiers:** Prepare your lessons and know your subject thoroughly. Use the manuals and regulations available to you. Be practical in everything you do. Don't theorize.

- **Pride:** Do you take pride in yourself, your soldiers, your



CSM Roger Leturno

unit, and your Army? If not, why? Are you largely at fault? Are your soldiers proud? If you or your soldiers have no pride, you are substandard. Develop esprit de corps within your unit. Being the best, or striving to become the best, should be self-evident.

- **Loyalty:** I believe that all soldiers are loyal, but it is up to you to foster and build upon that sentiment. Your loyalty to your seniors and your Army should be unquestioned. Do you back up your leadership 100 percent or only when you agree with them? Look at yourself honestly. Are you loyal all the time or only when it suits your personal gain? Anyone in the latter is unreliable and, therefore, undesirable.

- **Leadership:** Leaders are developed. I'm referring to the NCO who can lead the soldiers in your unit. If you can live up to the standards I've listed above, you will be an NCO of the caliber I admire. Obtain the respect of your soldiers. It will be gained by treating your soldiers fairly, justly, impartially, through your behavior, tactical and technical knowledge, personal interest in their lives, and by caring about them as you would your own family. They look to you for action; so always be on the go and don't require them to do anything you wouldn't do yourself. Understand your soldiers individually and collectively. Work with them. Don't drive your soldiers or stand on the sidelines watching. Lead them.

I have tried to give you my description of an average, well-rounded, professional NCO. If you are worthy of the stripes and the uniform you wear, then consider these qualifications and take steps to enhance yourself and your unit. Remember that no organization is so good that it cannot be improved.

There is no rest, no relaxing, no slowing down, and no stopping. No human has yet been made perfect, but towards that perfection we must always aim. Making the phrase, "The noncommissioned officer is the backbone of the Army" become a reality in your unit must be your objective.

Now that you have read this once, go back and read it again slowly, thoughtfully, and then I hope you will not throw this away, but tuck it away in your personal files. Read it occasionally with the feeling that it is from a friend who is trying to help, not criticize. Good recruiting.



# Chaplain's Motivational Notes



by Chaplain (LTC) Jim Stephen  
HQs USAREC

## Fathers are essential in more ways than one

A son once asked his father for a loan until payday. His father replied, "When is payday?" And the son replied: "You tell me. You're the one who's working."

That story illustrates an important point about Fathers; in more ways than one, they're essential to our existence.

First and foremost, of course, fathers help give us the gift of life. Then, they feed us until we can eat, guide us until we can walk, and support us until we can work— "until payday."

Some fathers teach us to laugh and sing. Some work beside us in a field or a factory. Fathers can show us how to bait a hook, catch a fish, climb a mountain, or hit a ball. Some fathers sail the oceans, while others govern our cities. Some fight for freedom, while others heal the sick.

It's really impossible to describe a typical father — or even an ideal father — because each father

*"One father is more than a  
hundred school masters."*

*George Herbert*

possesses distinctive qualities he can use to bless his children.

You may respect your father for his good humor or his sound judgement. Someone else might cherish a father for his integrity or expressions of love.

Former President Jimmy Carter says his father was an expert marksman who taught him to shoot straight — in more ways than one. Coach Richard Lapchick remembers his father as a great basketball player and coach who never pressured him to follow in his father's footsteps — and, thus, made it possible for him to do so.

Of course, fathers can inspire their daughters as well as their sons. In the book, *How to Be Your Daughter's Daddy*, author Dan Bolin lists 365 ways fathers can show love for their daughters. For example:

- Learn the names of her dolls or stuffed animals.
- Ask her to help you pump gas.
- Brush her hair.
- Hang a picture she has drawn on a wall at work.
- Kiss her mother in her presence.

In simple ways like these, any father can make his mark with his daughters — and with his sons.

That doesn't mean it's easy to raise children. But it can be the most rewarding experience of a man's life.

Please send your comments to: James.Stephen@usarec.army.mil.





# Flag Day ★ June 14

Each year on June 14, we celebrate the birthday of the Stars and Stripes, which came into being on June 14, 1777. At that time, the Second Continental Congress authorized a new flag to symbolize the new Nation, the United States of America.

The Stars and Stripes first flew in a Flag Day celebration in Hartford, Conn. in 1861, during the first summer of the Civil War. The first national observance of Flag Day occurred June 14, 1877, the centennial of the original flag resolution.

By the mid 1890's the observance of Flag Day on June 14 was a popular event. Mayors and governors began to issue proclamations in their jurisdictions to celebrate this event.

In the years to follow, public sentiment for a national

Flag Day observance greatly intensified. Numerous patriotic societies and veterans groups became identified with the Flag Day movement. Since their main objective was to stimulate patriotism among the young, schools were the first to become involved in flag activities.

In 1916 President Woodrow Wilson issued a proclamation calling for a nationwide observance of Flag Day on June 14. It was not until 1949 that Congress made this day a permanent observance by resolving "That the 14th day of June of each year is hereby designated as Flag Day." The measure was signed into law by President Harry Truman.

Although Flag Day is not celebrated as a Federal holiday, Americans everywhere continue to honor the history and heritage it represents.

## Meaning of the U.S. Flag Folding Ceremony

The first fold of our flag is a symbol of life.

The second fold is a symbol of our belief in eternal life.



The third fold is made in honor and remembrance of the veteran departing our ranks who gave a portion of life for the defense of our country to attain a peace throughout the world.

The fourth fold represents our weaker nature, for as American citizens trusting in God, it is to Him we turn in times of peace, as well as in times of war for His divine guidance.

The fifth fold is a tribute to our country, for in the words of Stephen Decatur, "Our country, in dealing with other countries, may she always be right; but it is still our country, right or wrong."

The sixth fold is for where our hearts lie. It is with our heart that we pledge allegiance to the flag of the United States of America, and to the Republic for which it stands, one Nation, under God, indivisible, with liberty and justice for all.

The seventh fold is a tribute to our Armed Forces, for it is through the Armed Forces that we protect our country and our flag against all her enemies, whether they be found within or without the boundaries of our republic.

The eighth fold is a tribute to the one who entered into the valley of the shadow of death, that we might see the light of day, and to honor mother, for whom it flies on Mother's Day.



The ninth fold is a tribute to womanhood; for it has been through their faith, love, loyalty, and devotion that the character of the men and women who have made this country great have been molded.

The tenth fold is a tribute to the father, for he, too, has given his sons and daughters for the defense of our country since they were first born.

The eleventh fold, in the eyes of a Hebrew citizen, represents the lower portion of the seal of King David and King Solomon, and glorifies in their eyes, the God of Abraham, Isaac, and Jacob.

The twelfth fold, in the eyes of a Christian citizen, represents an emblem of eternity and glorifies, in their eyes, God the Father, the Son, and Holy Ghost.

When the flag is completely folded, the stars are uppermost, reminding us of our national motto, "In God We Trust." After the flag is completely folded and tucked in, it takes on the appearance of a cocked hat, ever reminding us of the soldiers who served under General George Washington and the sailors and Marines who served under Captain John Paul Jones who were followed by their comrades and shipmates in the Armed Forces of the United States, preserving for us the rights, privileges, and freedoms we enjoy today.

# Big benefits in Army Nurse Corps

*“As Army recruiters, it is our job to get out there, be visible, be on the campuses, get the information out there at every age.”*

Story and photos by Dottie Pack, HQs  
USAREC

**A**s the civilian medical field is struggling with a nursing shortage, the Army Nurse Corps is no exception. “As the nursing pool strengthens and more hospitals are in need of nurses, the competition for our market becomes tighter and tighter,” said BG William T. Bester, chief, Army Nurse Corps. “Everybody is competing for a limited resource.”

As a result, the ANC is considering some changes to their recruiting efforts. The ANC is aggressively trying to get approval to increase the accession bonus from \$5,000 to \$10,000 for FY 03. The ANC is also working on getting legislation passed that would allow nurses to come on active duty for a three-year commitment versus the standard four-year period. The accession bonus for a three-year commitment would be \$7,000 and \$10,000 for a four-year commitment.

“Our of our biggest challenges in recruiting occurs when you compare the salary of a brand new second lieutenant to what they could make in the civilian market,” said Bester. “It’s not quite comparable. When you add the sign-on bonuses and shift opportunities as well as other incentives civilian hospitals are offering, it puts us at a little bit of a disadvantage.”

“But, the major selling point for the

Army Nurse Corps is that after only a couple of years, our salaries reach and surpass those of our civilian counterparts, never to meet again,” said Bester. “If someone decides to stay in the Army Nurse Corps for a few years or even make it a career, from the financial perspective, they are still far better off seeking a professional career as an Army nurse.”

“But the day you walk out of nursing school, that’s not the case,” said Bester. “These young students so often think, ‘How much can you put in my pocket today?’”

This is what the ANC wants their recruiters to talk about. Salaries are a major issue for the ANC because they are actually better than in the civilian market, especially when you add all the benefits in. The health care benefits, dental benefits and retirement benefits are all advantages that the recruiters focus on, benefits often not available in civilian institutions.

“We use this as a marketing technique, we don’t run from it,” said Bester. “We can offer these nurses graduate-level training that the civilian programs cannot, and we pick up the funding for it.” During the mid to late captain years, or early major years, the ANC funds a significant number of nurses to attend graduate school. These nurses collect their full salary and have their tuition and books paid. “There is no civilian health care institution in the United States that will do this for them,” said Bester. “This is a fantastic opportunity for our folks to continue to develop themselves both personally and professionally.”

The professional autonomy in the ANC is much better than in most civilian hospitals said Bester. The nurses are autonomous as they work as a part of a whole health care team so they have a very collaborative relationship with physicians and other health care providers in the organization. “You don’t always see this in the civilian hospitals, another great professional advantage of pursuing a career in our great Army,” said Bester.

More importantly, there are many leadership opportunities in the ANC. “Not only are you a nurse, you are an officer in the United States Army,” said Bester. With that officership comes responsibility for leadership that starts



**BG William T. Bester, Chief, U.S. Army Nurse Corps, spoke at the 2002 National Student Nurses Convention in Philadelphia, Penn.**

day one as a lieutenant, where you are mentored and developed, gaining experiences that will allow you to move to the next leadership level and on up the ranks, said Bester.

The ANC also offers the opportunity to travel, to live in new geographical locations, and experience new health care facilities in places such as Europe and Korea. They offer the opportunity to take medical technology into such austere environments as the Balkans, Afghanistan, and Honduras, not just in conflict, but in support of humanitarian missions as well — missions such as earthquakes, hurricane and tornado relief. “You will find the military involved in all those humanitarian efforts. It allows the ANC to take our technology and transfer it into an austere environment, and operate in that environment while bringing quality nursing care to folks in great need,” said Bester.

“We are always looking at making our ROTC program more robust as well. We have a great scholarship program there with an opportunity for great experiences.” If eligible, a student gets financial aid while going to school and gains valuable experience in wearing the uniform, familiarity of military bearing, military history, military ethics, and military training that might not be available in the first few years of active



duty. "They really win on both ends with the ROTC program," said Bester.

As a 30-year Army veteran and a nurse, Bester feels that the quality of nursing care has improved over the years. "The kids coming in today are smarter than we were and gain more experience than we did." But from a patient perspective, not much has changed said Bester. "We have always been centered on patient and family care, and that is still true today."

Nurses today have the edge because of technology and safety factors in the medical field. According to Bester, the patients are in a much safer environment because of monitors and equipment available. Technology allows nurses to monitor a variety of critical patient care information that wasn't available when he entered the field. Patients on ventilators have different monitors now that alert nursing personnel of acute changes in respiratory status and function. "Because of this advancement in technology, we can provide better health care today than we could in the past," said Bester.

Another area that Bester feels the ANC needs to pursue is the middle-school aged youth. "Often times we are trying to get someone interested in the nursing field in their senior year in high school, a time when most student have already decided what they want to do. They have already been influenced by someone or some thing that has directed their career choice." By getting into the middle schools, and even the elementary schools, Bester feels that the recruiters can familiarize the students with the nursing profession and start steering them toward that direction at an earlier age. "If we are going to try to pull more people into nursing, this is one recruiting mechanism that we need to use to get people interested at an earlier age," said Bester.

Once an individual shows an interest in nursing, the recruiting efforts come into play. "I have a problem with students not having an opportunity to find out what we have to offer in the Army Nurse Corps," said Bester. "A person cannot make a rational career choice if they have not heard all the opportunities out there, and the Army Nurse Corps should be one opportunity

that all students have an opportunity to look at."

"As Army recruiters, it is our job to get out there, be visible, be on the campuses and get the information out there at every age," said Bester. "We need to show them what Army nursing has to offer. The returns are many and allow us countless reasons to be proud members of a great professional nursing organization such as the Army Nurse Corps."

## 2002 Spirit of Nursing award winner

Stacy Roberts from the Nebraska Methodist College of Nursing is the 2002 Spirit of Nursing recipient. Stacy was presented her award at the National Student Nurses Convention in Philadelphia, Penn., in April.

Roberts was recommended for the award by the Dean of Nursing. "I was really honored to represent this type of award for my school and for my family," said Roberts. "It is really great."

Roberts has wanted to be a nurse since childhood. "Since I was a little girl, I have always been taking care of others," she said.

But her biggest influence was when her mother was diagnosed with multiple sclerosis. "My mom was diagnosed when I was a little girl, and the nurses that took care of her were amazing. They inspired me to become a nurse."

Stacy graduated in May with a bachelor's degree in nursing and plans to work at the local Children's Hospital pediatric ward. Her plans are to work for three years gaining experience before pursuing her master's in pediatrics oncology. "I think this field will take a lot of dedication because you know going

in that you will be in for some hard times, but that is something that will make it rewarding for me," said Roberts. "These kids are the epitome of strength. It is sad, but it is also really rewarding. These kids are amazing."

Roberts feels that she can be someone these kids can talk to honestly about their feelings. "Some are scared to talk to their parents, especially when they are in a fatal situation," said Roberts. "They don't want to make their parents sadder. I want to be that advocate for them."

After attending her first NSNA convention, Roberts said she received a reality shock of how united today's nurses are and how much they support each other. "The nurses today are going to have to pull together and adjust because of the nursing shortage," said Roberts. "Our roles are going to be more complex with a lot more responsibility. But, I feel the nurses that I have seen are very strong, competent individuals that are ready to take on these roles and leadership positions. We are no different than the nurses 30 years ago," she said. "We are all determined and dedicated with lots of compassion."



Stacy Roberts was selected as the Spirit of Nursing award recipient at the 2002 National Student Nurses Convention in April.

# Summertime Tactics

## *Adventures in Recruiting*

*By Training Division, Recruiting Operations*

School's out for the summer! High school seniors have graduated. Juniors are a little more aloof with pride because they rule the roost as seniors. And, first year college students have decided to drop out. With the season come new and exciting prospecting opportunities. High school graduations and proms; fresh air, abundant sunshine, outdoor sports, and more fun related activities at your local lake or ocean beach. This is the most productive season for the proactive Army recruiter. It's the homestretch — 3rd quarter. You've made it through the bathtub months, and even if you've fallen behind, the 3rd quarter is your chance to make up some shortfalls and position yourself for a successful year by closing out the 4th quarter with overproduction numbers.

And with this new season comes a source of new found energy and activity. The air is warm and clear. The hurried and hard-to-find lead becomes a more accessible, and most often, a more receptive prospect.

### **Start with you**

Attack the season with the best you. With the early morning sunrise and the accommodating weather, an invigorated physical fitness program lays the foundation for an energetic, fit and positively motivated soldier/recruiter. Hit the streets, work out the kinks and get the juices flowing. The impact of a revitalizing PT program is one of the best rewards you can give yourself.

Break out the short-sleeved "B's." A crisp, fresh uniform and a sharp haircut can do wonders!

In addition to the physical, energize your mental state. When you wake up tomorrow morning, have a talk with the face in the mirror. "*I am the best!! Today is going to be the best day I've ever had!*" Nothing can stop you, so long as you shake off the winter and know that you can be the very best! Go for it!

### **Change the game plan**

Summertime prospecting takes on a new meaning to the Army recruiter. High school/college leads are finding more free time, are getting out more. New graduates may be finding new, and profoundly immediate, motivation to talk to the Army recruiter. For that matter, many current college students are finding new and immediate cause to talk with the Army recruiter. By now, you should have made contacts and established rapport with the college or university counselors in your area. If not, now is a perfect opportunity to start. Make an appointment to visit each one and ask for the stop-out list. Don't be afraid to tell them why you need this list. You know, as do they, that young men and women need viable options — you are taking action to provide them with an option that will satisfy their needs and interests and perhaps return a more dedicated student to the college in two to four years — (sell ConAP).

New high school seniors are poised to respond to the first military recruiter to contact them (first to contact ... first to contract). More often than not the personal house call will be the deciding factor in a lead's choice of service. Get out! Meet'em where they gather to have fun during the summer months. Make a list of places you've canvassed that host summertime activities or just places where your market likes to hang out. Develop a prospecting plan for each of those places on your list. Determine how many leads you're going to get and then go do it. Team up with another recruiter in your station. Take turns helping each other out by targeting your different areas. You'll be surprised how much fun you'll have. In fact, you're more likely to enjoy prospecting in someone else's area at first because there's no pressure on you to make an appointment or develop a lead. Use the opportunity to practice your techniques. You're allowed to use



this method of prospecting to fulfill the requirement to contact 10 percent of your upcoming seniors by June 30, 20 percent by July 31, and 25 percent by the end of August.

You call this work? The summertime is arguably the most exciting, and rewarding season of all. Get out, be seen! Baseball games, barbecues, picnics, water skiing, hangin' out at the park ... your mission, *should you decide to take it*, is to be out in the sunshine: at the park, the lake, the mall, to ask these young Americans to consider service in our nation's Army. Can it get any better than that?

As always, a keen awareness of your community's outdoor activities will demand careful planning. Talk to your influencers, your DEP/DTP members and anybody else that will talk to you. Review the events sections of the local paper, visit city Web sites. Blueprint — know when and where, plan your activities, and then execute!

## Energize your DEP/DTP pool

With the new season comes opportunities to refocus and reenergize your enlistees. Well-planned DEP functions can capitalize on the season, motivating and exciting your soldiers, and can generate ample opportunity for DEP/DTP promotions. Remember to assess and then reduce risk by practicing safety measures relevant to the activity and climate of your area.

Reward your young soldiers with a solid reason to invite potential applicants to an Army function. Throw a softball game, a barbecue ... be creative. Give your DEP/DTP team members a mission to invite friends to participate in these events. The environment, the excitement, the positive energy, can sway even the most resistant lead to want to be a part. Life in the Army is exciting! And fun! And meaningful! These are just a few things today's youth are looking for — it's up to you to introduce it to them. If you don't — then who?

Don't forget to involve your DEP/DTP members in your other prospecting activities. Having them with you will add confidence to your approach. It is a proven best business practice that having a satisfied customer with you during any sales activities will also reduce the barriers between you and your target market.

## Checklist for the summer

- ◆ Personal PT program
- ◆ Positive mental attitude
- ◆ Approved alternate prospecting uniform (Army PT shorts and shirt)
- ◆ Contact DEP/DTP members for input/ideas on how to reach target market
- ◆ Identify college/university POC for stop-out list
- ◆ Identify high school hangouts
- ◆ Identify local summer activities
- ◆ Prospecting plan — draw a strip map and update numbers of leads on each visit
- ◆ Establish your recruiter-partner
- ◆ Create a list on ARISS Leads and Reports - graduates — new seniors — new juniors
- ◆ Develop a contact strategy (approved by station commander) \_\_\_\_\_ graduates per day \_\_\_\_\_ new seniors per day \_\_\_\_\_ new juniors per day
- ◆ Plan for DEP/DTP function IAW station/company plan (don't get caught short — be prepared to capitalize on this important activity)
- ◆ Plan for next year — visit your high schools and colleges and offer to help with registration activities
- ◆ Contact Milestones: (UR 350-6)
  - ◆ Apr. 30: Recontact 100 percent of upcoming SY SASVAB-qualified seniors
  - ◆ June 30: contact 10 percent of upcoming SY seniors and 10 percent of grads
  - ◆ July 31: contact 20 percent grads, 10 percent CIHS and 10 percent seniors
  - ◆ Aug. 31: Contact 25 percent seniors, 20 percent CIHS and 20 percent grads



# Army Reserve 'poster girl'

*A year after being in "An Army of One" advertising campaign spotlight, broadcast journalist still focused on goals, proud of decision to enlist*

By *Jeta Bobick, Public Affairs Division*

Photo by *Greg Calidonna*

People who know her call her the poster girl for the U.S. Army Reserve, but 20-year-old Spc. Sandra Mercado is not letting the publicity go to her head. A year after being featured in the "An Army of One" advertising campaign, she is still focused on her goals and proud of her decision to enlist. And she's getting more from the Army Reserve than she ever expected.

The broadcast journalist admits she had high expectations of her military job skill, the Army and her unit, the 222nd Broadcast Operations Detachment (BOD) in Bell, Calif. She said she strongly believes her Army Reserve experience will help her get ahead in her civilian career in television broadcasting.

So far, the Army Reserve is exceeding the expectations of this energetic young soldier.

The freshman at Pasadena City College said she is happy she already has close to three years of experience in the Army Reserve and as a broadcast journalist.

"I'm very happy I made this decision. I expected a lot out of the Army and now the Army expects a lot from me. I like that; I like the pressure."

The Rosemead, Calif., high school graduate joined the Army Reserve in November of her senior year. She attended drill weekends as a senior and went to basic and advanced individual training after graduation.

"At first, I wanted to be like everybody else and go straight to a university."

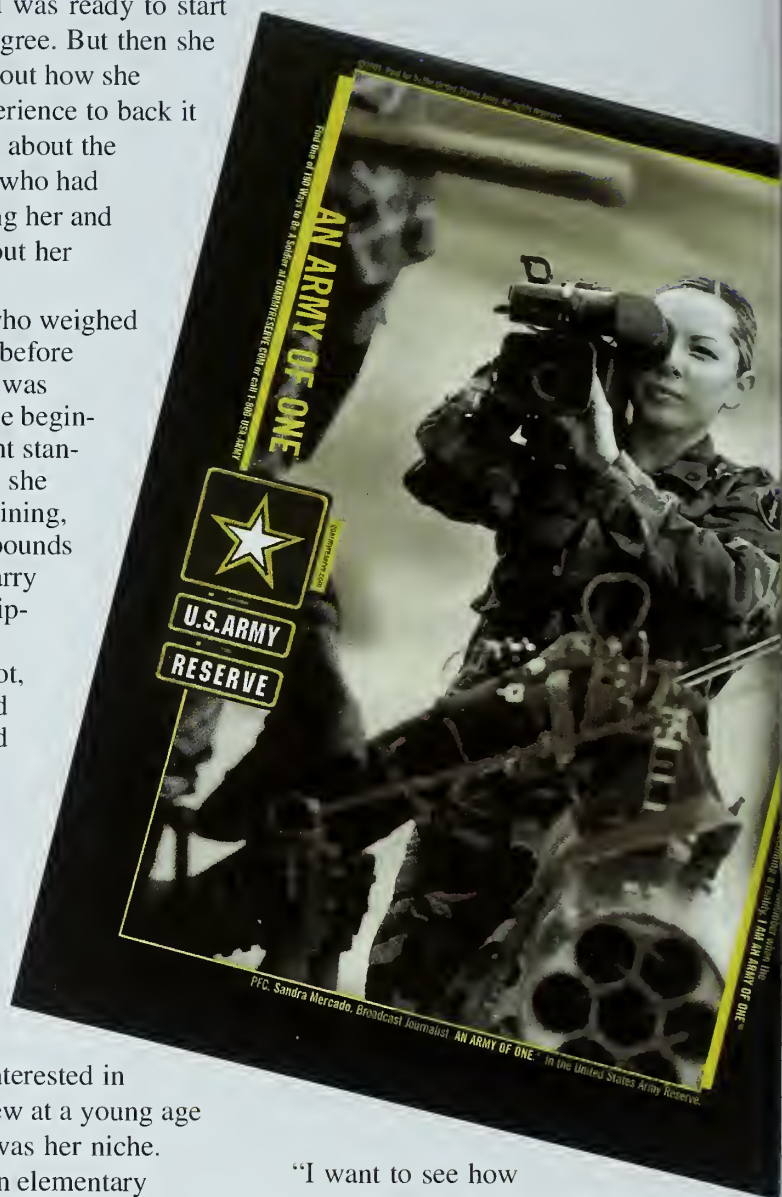
Mercado said she had applied and been accepted and was ready to start working on her degree. But then she started thinking about how she would get the experience to back it up. So she thought about the military recruiters who had already been calling her and decided to check out her options.

"For a soldier who weighed under 100 pounds before basic training, she was challenged from the beginning to meet weight standards. By the time she graduated basic training, she gained seven pounds and was able to carry heavy camera equipment that offers a challenge to six-foot, two hundred-pound male soldiers," said SSG Scott C. Marvin, broadcast noncommissioned officer for the 222nd BOD.

A writer for her high school newspaper, Mercado said she has always been interested in journalism and knew at a young age that broadcasting was her niche.

"As a little girl in elementary school they used to pick me to interview guests who would come to our school," she said. "I've always had this thing for getting to know people and doing the interviews and writing up the little speeches. I think I'm just a little ham sometimes, and broadcasting is good for me."

"I want to meet a lot of people; I want to see how others live," she said.



"I want to see how we're different but how we're alike."

Mercado said she enjoyed learning Spanish with her grandmother and wants to continue learning. She is taking Spanish in college to help her communicate with a new audience, both as a journalist and an individual.

English is a second language for many of her family members and friends' families.





***"I'm very happy I made this decision. I expected a lot out of the Army and now the Army expects a lot from me. I like that; I like the pressure."***

***SPC Sandra Mercado  
US Army Reserve***

officer. He challenged her – then a private – to beat his rank.

With a big smile on her face, she said she knows she has a long way to go.

"I don't know if I'm lucky, but every step of the way, in terms of getting my career started in the Army ... every part of it has been wonderful and I've had positive people around me throughout the entire experience," she said.

She's also had her critics along the way, too.

One of the first students in her high school class to join the military, Mercado said she definitely had critics among her peers spreading negative rumors about the military.

"One of those people who told me I would regret my decision ended up joining [the Army] and I saw him in basic training," she said with a smile. "He realized the rumors were false, and the Army is just like anything else, you have to make it work for you. Anything you do, whether it's the military or college, you have to make it work for you."

She is convinced all her experiences in the Army Reserve will make her a better person, a better soldier and a better journalist.

"I don't just want to be a poster girl, I want to be able to back it up, and before I become a sergeant, I want to be able to have a rack of

ribbons and show people I have the experience.

I feel like I can lead in my heart, but I want that deployment, I want those ribbons. I want to be able to say to that private when I'm in the field: 'I've been there, you can learn something from me.'"

Mercado has tremendous natural broadcasting talent, according to CPT Greg H. Gordon, the 222nd BOD commander.

"Her unique personality and communication skills are essential to her duty position, but many of these qualities are not the sort that are easily taught in military or civilian training programs.

"To its credit, the Army makes the most out of everyone, but there is no substituting raw natural talent, and in the case of Specialist Mercado, that's what we get.

"She represents the best of the Army's recruiting efforts: a soldier who brings much to the table and who, in turn, deeply appreciates the experience of serving her country in uniform and at the same time expanding her career opportunities."

The Army Reserve is helping her gain the experience she is looking for, and she is continuously seeking new challenges in school and in her Reserve career.

"Mercado is a great asset for the Army Reserve because she wants to participate in the military," Marvin

"The more languages you learn the better off you are, because you can talk to more people, you can meet more people and be able to communicate better."

Everyone around her has been supportive of her decision, said Mercado, from her part-time employer at the Golden Rose Florist in Rosemead to her own family spread across Southern California.

"We're spread out, but there's a lot of us," Mercado said. Her parents, Karen and David Meza of San Gabriel, Calif., were not initially supportive of her decision to enlist.

She said they were scared that she would lose direction, not go to college or get hurt, or that the Army Reserve would make promises and not deliver on them.

It was her recruiter, SFC Rueben Avila of El Monte, Calif., who changed their minds by thoroughly explaining what the Army Reserve has to offer.

Not until after she enlisted did Mercado learn that her grandfather was a retired Army chief warrant

said. "She constantly volunteers for missions outside the regular drill weekend schedule, in addition to a full plate at school and work. This availability aids our public affairs unit in expanding mission parameters and helps to spread the word about the benefits of military service."

In April, Mercado deployed to Kosovo for six months with the 302nd Mobile Public Affairs Detachment, her Reserve unit's sister unit, also in Bell. She said she volunteered to gain the overseas experience as a broadcaster.

"I'll be very proud when I come back to have that field experience."

The hardest thing was to put her college on hold. She has left her friends and family before and admitted it isn't easy. She said it actually makes her appreciate them more. So she knew she could handle it.

Her mother, the first person in her family Mercado told about the deployment, had a feeling she would go because the unit had been asking her for a while.

"She's scared in one respect, but she's definitely happy for me. She's thrilled because she knows that I'm happy. She thinks it's going to be great for me."

But delaying school was a tough decision, she said.

"I didn't want to miss school, but it was something I had to do. School's going to be there when I come back, definitely. I just love school."

She said she knows it's easier to take advantage of opportunities like this now, than when she has the additional demands of a civilian career and a family, which she does want in her future. She is the only one of her generation to enlist – so far, she said.

"Little by little people all around me are joining," she said. Mercado's roommate and best friend's cousin joined shortly after she returned from training. Her boyfriend has also enlisted in the Army Reserve.

"He didn't join because I joined, he joined because he saw what I was getting from it."

One thing Mercado said she didn't plan on getting from the Army Reserve was a new family.

"I didn't know how close I would get to my unit," said the petite soldier, whom her fellow Reservists call "An Army of Three-Fourths."

She thought they would just be people she works with one weekend a month and that would be it. They won't know much about her or remember the details.

"I can honestly say that I love the people in my unit. We are totally like family," she said. "They are very, very supportive; they want to be there for you."

She said her Reserve family is helping her stay grounded and remain focused on her original goal, which was to deploy and then return to finish her degree.

When she returns from the deployment, she said she will enroll in the college's scholars program to be more challenged and to better her academic standing for when she transfers to the University of Southern California in 2004 for her junior year.

She said she set a goal to earn her bachelor's degree by a certain age, so she'll stick to her plan and see where it – and the Army Reserve – take her.

"If cloning were authorized, Mercado would be a first draft pick. She exudes an excellent attitude, high level of motivation, and sets the example for her peers," Marvin said. She "could motivate a motivational speaker."

Mercado values her Army Reserve service not only for the experience, but also for the financial benefits. She is using the Reserve's tuition assistance and Montgomery GI Bill programs to pay for college,

which she said will be especially important when she transfers to USC, with its significantly higher tuition costs.

At this point in her life, Mercado doesn't know if she'll stay to retire in the Army Reserve. She has until 2005 on her current enlistment, so she's leaving her options open and said she will make the decision when the time comes.

"I recommend the Army and Army Reserve to everyone and anyone."

The military can instill self-discipline, she said, "but it's up to you to keep that with you," said Mercado, who admitted she didn't think she could gain any more self-discipline in the Army, but has.

"I feel like there's a lot of weight on my shoulders. Being a poster girl is more than just a picture. It's representation of the Army," she said. "Even before I was part of the Army of One advertising I knew any time you're in this uniform you need to represent it well. Even out of the uniform, you should still be on your toes, you should represent the Army at its best – be a super soldier."

A super soldier she is, according to Gordon.

"Specialist Mercado's high-charged attitude is simply infectious. Soldiers like her inspire all of us – from the newest recruit to myself as commander – to be our best," he said.

***"Specialist Mercado's high-charged attitude is simply infectious. Soldiers like her inspire all of us – from the newest recruit to myself as commander – to be our best."***

*CPT Greg H. Gordon, commander  
222d Broadcast Operations Detachment*





# The Army Birthday Logo

This logo is approved as the official design to be used and publicized armywide for celebrations commemorating the 227th birthday of the U.S. Army. Since June 14, 1775, when the Second Continental Congress approved and enacted legislation to establish an army, the U.S. Army (Our Army) has been “On Duty For America’s Freedom” — the official theme for this year’s birthday celebrations.

The American public and the rest of the world are reminded of this theme whenever they see our soldiers through the eyes of the media — both on television and in print — serving in Afghanistan and supporting our homeland against terrorist threats. They have performed their missions with professionalism and pride for 227 years.

The front image of the logo signifies that the Army is deployed worldwide (the soldier on the right) as well as here in our nation’s communities providing frontline

support for Homeland Defense (the soldier on the left). Symbols, which will forever be part of the visual image of America and her values, are represented by the colors of our nation and the bald eagle.

The reverse image of the logo is a reminder that in the oath of office every soldier swears or affirms to “support and defend the Constitution of the United States against all enemies.” The Preamble to the Constitution — beginning with the unforgettable line “We the People” — is depicted in the center of the logo’s reverse side. The phrase around the Preamble — “Support and Defend Against All Enemies” — is the shortest and most precise mission statement that all soldiers carry with them throughout their careers. The wars and challenges that America’s Army and its soldiers have faced for 227 years may be different from century to century, however, their mission to support and defend the Constitution will never change.

## The Army Flag and its streamers

The 174 streamers attached to the Army Flag staff denote campaigns fought by the Army throughout our nation’s history. Each streamer (2 ¾ inches wide and 4 feet long) is embroidered with the designation of a campaign and the year(s) in which it occurred. The colors derive from the campaign ribbon authorized for service in that particular war.

The concept of campaign streamers came to prominence in the Civil War when Army organizations embroidered the names of battles on their organizational colors. This was discontinued in 1890, when units were authorized to place silver bands, engraved with the names of battles, around the staffs of their organizational colors.

When AEF units in World War I were unable to obtain silver bands, General Pershing authorized the use of small ribbons bearing the names of the World War I operations. In 1921 all color-bearing Army organizations were authorized to use the large campaign streamers currently displayed.



*“The Army Flag and Its Streamers” was originally prepared in August 1964 by the Office of the Chief of Military History, in cooperation with the Office of the Chief of Information, and the U.S. Army Exhibit Unit, to provide general summaries of each of the campaigns displayed on the Army flag. It was subsequently updated by the Center of Military History to add the campaigns from Vietnam.*



# PCS entitlements



By MAJ Richard Ward, USAREC, Resource Management,

## **B**ags packed? Excited about going to your next duty station? You may already

know about your next job, but what about all of the monetary benefits you are entitled to as a result of your Permanent Change of Station move?

A PCS move can be a stressful event, as well as financially draining. The monetary benefits are largely meant to defray the costs associated with a PCS move. Some benefits may reimburse 100 percent of a specific cost, while others may reimburse a portion. It is important to keep track of costs associated with your move. If you itemize your deductions on your taxes, the costs associated with your PCS move that exceed your reimbursement may be tax deductible. Consult your tax advisor or IRS publication 521 (moving expenses) for details. Members may be entitled to Dislocation Allowance (DLA), Advance of Pay, Temporary Lodging Entitlement (TLE), Travel Advance, and Monetary Allowance in Lieu of Transportation Plus (MALT Plus). Each entitlement has varying degrees of reimbursable expenses based on a number of factors and there may be exceptions or restrictions, but this will give you a general idea of the monetary benefits you are entitled to.

Dislocation allowance is paid when most service members PCS. Generally, the single rate is paid to members when government quarters are not assigned or they move due to a base closure or realignment. The married rate is paid when dependents make a permanent change-of-station move or when they move due to a base closure or realignment. DLA is intended to partially reimburse relocation expenses not otherwise reimbursed and probably will not reimburse all of your relocation expenses. DLA is not authorized for the first move upon initial entry in the Army or the last move for retirement/separation.

The purpose of advance pay is to give funds to meet extraordinary expenses incidental to a government-ordered move. It is intended to assist with the out-of-pocket expenses, not typical of day-to-day military living, that precede or exceed reimbursements incurred in a member's change of duty locations, and are expenses. The member's commander has a responsibility to ensure that an advance of pay is used only to help with the financial burden of a PCS. One may receive advance pay of one month's basic pay minus deductions no earlier than 30 days prior to departure of the old PDS and no later than 60 days after arriving at the new PDS. And in extreme cases, an additional two months base pay (minus deductions) may be paid providing the member submits written justification clearly showing that accrual or anticipated out-of-pocket PCS expenses equal or exceed the amount of advance requested; requires written approval of the member's commander. All advance pay are payable in 12 months unless the member provides written justification clearly showing that a 12-month

repayment schedule would create severe financial hardship. The request must be approved in writing by the member's commander. All advance pay must be paid back prior to separation from the Army.

Temporary Lodging Entitlement is intended to partially pay for lodging/meal expenses when a member/dependent(s) occupy temporary quarters in CONUS due to a PCS. Lodging receipts are required. When member/dependent(s) stay with friends/relatives, lodging cost for that day is zero. However, the meals portion is payable. Here are a few other considerations: 1) TLE is not authorized for the last move for retirement/separation. 2) In calculating TLE, a pro-rated amount of the member's Basic Allowance for Housing (BAH) and Basic Allowance for Subsistence (BAS) are subtracted from the total entitlement.

A soldier's entitlement to TLE at the old duty station begins when the soldier leaves his/her off-post quarters or clears government quarters up to the day before the date of departure. The entitlement to TLE at the new duty station begins the day of arrival and continues until the 10 day total is exhausted unless a soldier is assigned government quarters or finds a permanent off-post residence prior to exhausting the 10 day total. Generally, TLE is limited to those soldiers who travel with their dependents or are senior NCOs and officers. Soldiers, staff sergeant and below, may receive TLE if they are not provided single type government quarters upon their arrival at their PDS and are given a "statement of non-assignment" or a "statement of non-availability" from the billeting office.

The purpose of the advance of travel allowances is to provide the soldier and family with funds for expenses such as transportation, meals and lodging during the actual permanent change. The advance of travel allowances will be deducted from your travel settlement (DD Form 1351-2) upon arrival at the next duty station. To avoid possible overpayments, the advance of travel allowance is limited to 80 percent of the estimated entitlement. The remainder is paid at the new duty station. The allowance will be paid by direct deposit to your regular bank account on or about the day you are scheduled to out-process.

Monetary Allowance in Lieu of Transportation Plus (MALT Plus). You may elect to use commercial transportation with a ticket provided by the local commercial ticket office or drive a privately owned vehicle. For CONUS PCS moves, travel by personally owned conveyance is more advantageous to the government. A member traveling by POC is entitled to MALT PLUS. The MALT is paid on a "per mile" basis for the official distance of each portion of the ordered travel. The PLUS (per diem) portion is paid on a whole day calendar basis for the allowable travel time. Reimbursement of parking fees, ferry fares, road, bridge and tunnel tolls is authorized for the direct route between the official points involved. Only the member responsible for paying the POC operating expenses (i.e., any cost directly associated with POC use for official travel) is entitled to the MALT and expense reimbursement.



# Parking Lot Survival

By Mickey Gattis, USAREC Safety Manager

It had been a beautiful sunny day. Two recruiters, SFC Monday and SGT Tuesday, had each dropped off applicants at the MEPS. It had been a long day for Tuesday who felt like he had been driving all day and had been up for over 16 hours straight. At approximately 9:30 p.m. both applicants finished at the MEPS and Monday and Tuesday were very anxious to get home to their families.

Monday and his applicant got into his GOV and proceeded to back out and exit the MEPS parking lot. As Monday was driving out of the parking lot he heard somebody yell, "Stop!" and heard a loud bang. Tuesday had backed his GOV into Monday's GOV as he was backing out of his parking space. Both drivers and the applicants were wearing their seat belts. The repair cost for the GOVs was approximately \$2,205. The primary causes for this accident were fatigue and inattention.

It may be hard to believe that one recruiter could back into another recruiter in the MEPS parking lot but this accident really happened. Drivers blindly backing out of parking spaces are a common source of parking lot accidents. Most people in a parking lot are thinking more about getting to work or getting home than about what's going on around them, so you need to be extra cautious — both for their safety and for your own. Whether you park in an open-air lot or a multi-level parking structure, here is some advice on getting to and from your parking space safely.

Keep these parking lot tips in mind, whether you're in the station, company, battalion, or even the local mall parking lot.

Remember, just because you are off the road, you're not necessarily out of danger — parking lots can be hazardous, too.



## Improving your parking lot skills

- Drive slowly.
- Expect the unexpected.
- Watch for brake and back-up lights.
- Watch for pedestrians coming into view from behind shrubbery, gates, booths or other cars.
- Sound your horn if a driver doesn't see you.
- When parking in a parking structure, keep your headlights on until you're in the parking space.
- Check your rearview mirror when backing out of a parking space to avoid being hit from behind.
- When possible, park in spaces that can be driven into and out of since no backing is required.
- Park only in a space authorized for your vehicle, being careful not to overlap into a second space.
- Watch out when you open your door; another car may be pulling in next to you at that moment.
- Write down the level, row, and space where your vehicle is parked. There is nothing worse or more embarrassing than coming outside and forgetting where you parked.

## A recruiter writes:

Our television commercials are redundant and totally turn our target audience off. Potential recruits already know about basic training and everything that BT entails. Sir, let's spend some money wisely and produce some commercials that show soldiers in the daily performance of their duties. Not just combat troops or troops in the woodline, but folks working in the finance office, MPs on patrol, medics in the TMC, engineers building schools and things. Check the other branches' commercials. They are fresh and relevant to today's potential recruit. How do I know? Because I ask DEPs who have joined other branches (mostly walk-ins) and commercials brought them there.

## The Chief of Staff responds:

Thank you for your interest in "The Way I See It" program and for your suggestion to improve the quality of our television commercials.

USAREC, along with our advertising agency Leo Burnett, has recently begun production of a new series of "Army of One" television spot commercials. These spots were created based on relevant market research, and tested against both target audience and influencer focus groups to ensure relevance and impact. They began airing on April 15.

Once again, we thank you for your suggestion and support.

## A recruiter writes:

I recently read the Recruiter Journal article "U.S. Army, Lockheed Martin partner in recruiting program." I personally feel this could be an outstanding recruiting tool. Unfortunately, as tools go, it might as well be an alien widget. Recruiters cannot use the tools if they are not given guidance or instruction. What is the process for a PaYS enlistment? Where is an updated list of PaYS employers? What are the specific demands of a PaYS enlistee? I would love to be able to show up at a high school with a Lockheed Martin recruiter by my side, but with no information on the details, I would only look ignorant, and I would only alienate the potential applicants. A checklist similar to the OCS application checklist would be extremely helpful.

## The Chief of Staff responds:

Thank you for your input to the The Way I See It Program. The Partnership for Youth Success (PaYS) is starting its second year, and we are excited after its successful first year. Your questions show that there is continued interest in the program. We have an article scheduled to go in the Recruiter Journal addressing many of these issues.

Your first comment, "Recruiters cannot use PaYS as a tool without guidance given" is partially accurate. While recruiters cannot sell a specific job or company, they are encouraged to promote and discuss the PaYS program. There are recruiter publicity items specifically tailored to the PaYS program that you can obtain through the Recruiter Store. Recruiters can discuss



the PaYS program and encourage applicants to ask about PaYS when they meet with a guidance counselor. Only a GC can complete a PaYS enlistment based upon the applicant's qualifications. Initially, the PaYS program had a more urgent, near term impact on GC. Therefore, our training focused on the MEPS. To date, all senior GC have been trained. We have also presented the PaYS program to all of the brigades with the intent that PaYS should be included in brigade and battalion annual training plans. Because "Point of Sale Companies" will be more involved in the actual enlistment process, our next training effort will focus on these companies. Training for GC and operations staff is located on our Web site [www.armypays.com](http://www.armypays.com). You can also link to this site from the USAREC Intranet URL <http://home.usarec.army.mil> and view information about the program and current PaYS partner companies on the Army PaYS Web site.

## A recruiter writes:

In accordance with USAREC Regulation 37-16, recruiters and CLTs cannot purchase greeting cards with REA money. Sending Christmas cards, birthday cards, and greeting cards is an integral component of building rapport (USAREC Pam 350-7) for most civilian businesses to include my realtor and last car dealer. If USAREC won't allow recruiters to purchase these with Government funds, how about USAREC printing cards or providing them on the Recruiter Store online? We have purchased out of pocket to send cards to COIs, educators, DEPs, and DEP family members to make them feel a part of the Army team.

## The Chief of Staff responds:

Thank you for submitting your idea concerning greeting cards to The Way I See It program.

Your idea of allowing individual recruiters to purchase greeting cards or providing them through the Recruiter Store for establishing rapport is outstanding. Establishing rapport is an essential part of the sales cycle. Unfortunately, we are unable to purchase greeting cards with appropriated funds.

The Comptroller General of the United States, responsible for issuing decisions for all Federal funding, has ruled on a variety of cases involving greeting cards. In each case, the expense of a greeting card or hospitality type card was ruled to be a personal expense. Based on these decisions, we cannot authorize the use of appropriated funds to purchase greeting cards at the recruiter level or a large central purchase to stock the Recruiter Store.

Thank you for your idea and for participating in The Way I See It program.



**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Com-

mand. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

Fold here second and secure with tape

DEPARTMENT OF THE ARMY  
HEADQUARTERS  
U.S. ARMY RECRUITING COMMAND  
FORT KNOX, KY 40121-2726

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# Factors affecting today's youth market

By CPT Dixon D. Dykman, USAREC PAE

In preparation for the FY 03 campaign plan, the USAREC market research team developed a Strategic Market Intelligence Estimate.

The Intelligence Estimate examines several factors in the recruiting environment including the economy, educational situation, and social aspects. Each of these factors affects the youth population and weighs on their willingness to consider the military, and more specifically, the Army as an option.

The mild recession of 2001-2002 caused a slowdown in the economy that was compounded by the attacks of Sept. 11. While youth unemployment for 2001 increased by over two percentage points from 2000, it remains low when compared to the past 20 years. Many reports indicate that the economy will recover from the recession by the end of 2002. But for the near term, a weak youth labor market with higher unemployment exists.

High school graduation rates have remained relatively constant over the last few years at about 80 percent. However, this figure varies widely by racial/ethnic categories. Caucasians have the highest graduation rate (93.1 percent) while Hispanic students tend to graduate at a lower rate (72.2 percent). Recent data shows that over 63 percent of graduating high school seniors continue to college in the fall, two-thirds of whom attend a four-year institution. However, college stop-out rates remain high, particularly at two-year institutions where over 48 percent fail to complete their education.

Nearly all sources indicate that the propensity of youth for military service is declining. However, the events of Sept. 11, did have an effect on propensity. The proportion of youth with positive propensity showed a significant increase, particularly among Caucasians.

When considering employment, today's youth are most likely to choose value personal freedom, something to be proud of, and jobs with good pay. Unfortunately, youth believe that they are not as likely to find these attributes in the military as they are in a civilian job. Attributes that youth find important and believe that they are more likely to find in the military include job security, jobs that will help develop self-discipline and leadership skills, and jobs that provide money for education. The top inducement for military service for youth 16-21 years of age is pay for education followed by job training, pay, and duty/obligation.

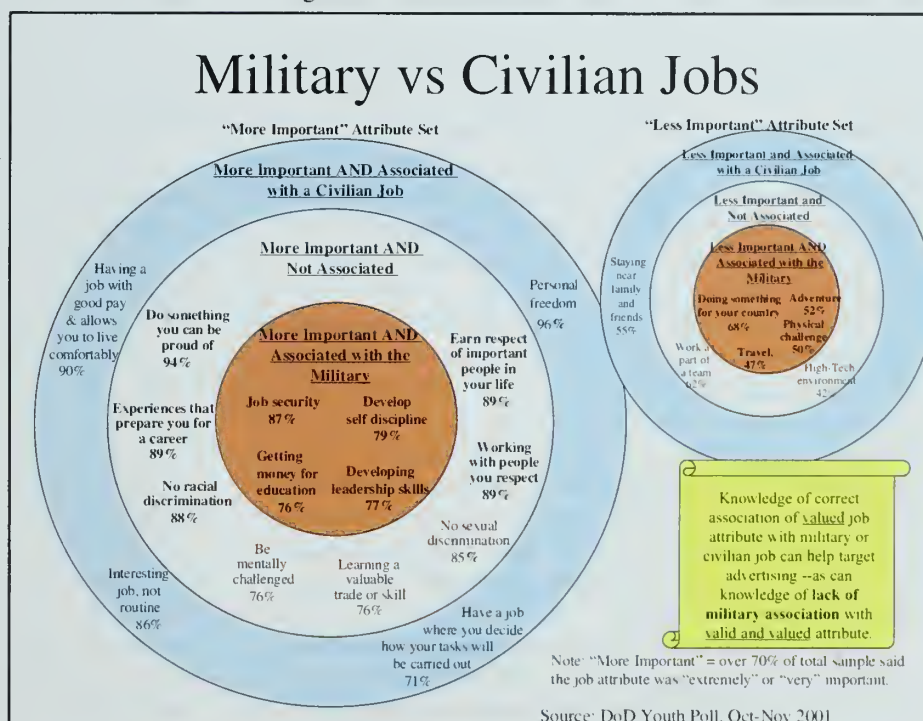
However, the number one reason new recruits gave for enlisting was to help plan for their future followed by skills training and to do something they could be proud of. The common trend from those who may consider military service and those who actually joined is that youth are concerned about their future and see the Army as a way to help them prepare for it through education and skills/job training.

The largest barrier that the Army must overcome when convincing a prospect to enlist is the desire for higher education. Youth view college as a better choice both personally and professionally. Youth see college as a way to have fun while doing something beneficial to their future. They also see the decision between the military and college as an "either or" decision. They do not know that they can do both at the same time.

Many youth feel that the Army would curtail their ability to live their life to the fullest. They believe joining the Army would be too much of a radical change and that they will not be in control of their own future while serving. Youth have a fear of failing and they worry that they could not handle what they perceive as the rigors of the Army. While they are aware of the benefits of the military, many youth think the benefits do not outweigh the potential costs. (Barriers Study, 2001)

The Intelligence Estimate also considers competition from the other services. All services had higher missions in FY 02 than FY 01. The result is increasing competition for qualified applicants.

The youth population is varied and many characteristics change from region to region. The insights that we have provided here reflect the total youth population. Your Battalion S-2 can provide specifics on your particular recruiting market. For additional insights and information from the Intelligence Estimate, we encourage you to visit the PAE Web site at <http://usarec.army.mil/pae/rp/index.html> to view both the Strategic Market Intelligence Estimate slide presentation and the written intelligence annex.



# War on terrorism is nothing new for the Army Reserve

*By LTC Randy Pullen, Public Affairs and Liaison Directorate, Office of the Chief, Army Reserve*

**T**he Army Reserve finds itself engaged in a global war against terrorism on its 94th birthday.

One of the key battlefronts is here in the United States, with thousands of Army Reservists carrying out homeland defense missions. Other Army Reserve troops are involved in the detainee operation at Camp X-Ray in Cuba.

These missions and locations are directly connected to the origins of the Army Reserve. The Army Reserve can trace its birth to lessons learned from operations in Cuba and its first major call-up was for homeland defense.

The Army Reserve grew out of the Army's recognition of deficiencies in its medical services during the campaign in Cuba during the Spanish-American War in 1898.

On April 23, 1908, President Theodore Roosevelt signed the law creating the Medical Reserve Corps, the nation's first Federal reserve. The Secretary of War could order members of this reserve corps of medical officers to active duty during time of emergency. These officers were a pool of professionals whose medical skills were not routinely needed during peacetime, but were absolutely critical upon mobilization or deployment.

The first candidates for Reserve commissions were certified on May 4, 1908, and by June 30, 1909, 364 men had been commissioned in the Medical Reserve Corps. By 1912, there were more than 1,000 Army Reserve doctors, and in 1913, Army Reserve doctors were manning Army garrisons so that Regular Army doctors could deploy to the field. Such backfilling of active Army positions continues to be a prominent role for the Army Reserve to this day.

So, too, does the principle of bringing civilian professionals with critical skills into the Army in a disciplined and quickly-accessible manner. This remains fundamental to the Army Reserve 94 years later.

This creation of the Medical Reserve Corps was also a victory for those military leaders with vision who had long worked to create a federal reserve similar to the reserve forces commonplace in European armies. Soon after its inception, the Army Reserve branched into other military specialties besides the medical field.

The first call-up of the Army Reserve in June 1916 was for homeland defense purposes. It came as a result of tensions between the United States and Mexico caused by the Mexican

revolutionary, Francisco "Pancho" Villa, and the subsequent pursuit of Villa into Mexico by BG John J. Pershing's punitive expedition.

Some 3,000 Army Reservists were mobilized to bolster the Regular Army and National Guard forces defending along the U.S. border against any potential Mexican retaliatory attacks.

A year later, the United States entered World War I. By the end of June 1917, there were 21,543 officer Reservists and 35,000 enlisted Reservists in the Army. By the end of 1918, about 80,000 enlisted Reservists and almost 90,000 officer Reservists had served in the first world war. They served in every division of the American Expeditionary Force, whether those divisions were Regular Army, National Guard or National Army, at places like Chateau-Thierry, Soissons and the Meuse-Argonne.

The four sons of the president who created the Army Reserve all became Army Reserve officers and served gallantly in World War I. The youngest, Quentin Roosevelt, was killed in combat in 1918. The surviving sons again served in combat in World War II and the eldest son, BG Theodore Roosevelt Jr., received the nation's highest decoration for heroism, the Medal of Honor, for his courage and leadership during the D-Day invasion on June 6, 1944. The citizen-soldiers of the Army Reserve have carried on the spirit of the Roosevelt brothers throughout the Army Reserve's history.

Besides the Roosevelt brothers, the ranks of the Army Reserve doughboys of 1917 and 1918 included America's Ace of Aces, CPT Eddie Rickenbacker, and MAJ Charles W. Whittlesey, commander of "the Lost Battalion" of the 77th Infantry Division, both Medal of Honor recipients.

During the Great Depression, the Army Reserve provided the majority of the Army officers running the Civilian Conservation Corps camps, an important New Deal program that provided much needed jobs for unemployed young men.

As World War II neared, the Organized Reserve (as the Army Reserve was called until 1952) was mobilized again to provide the junior officers needed to build the huge Army necessary to defeat Nazi Germany and Imperial Japan. Almost one of every four Army officers — more than 200,000 of the 900,000 Army officers during the war — was an Army Reservist.

Following World War II, important changes came to the Army Reserve as to who could serve in it. President Harry S. Truman, an Organized Reserve officer since 1920, signed an executive order in 1948 that ended segregation in the Armed Forces. African-American Army Reservists who had previously served in segregated units would now serve in integrated Army Reserve units. Truman also signed the Women's Armed Services Integration Act on June 12, 1948. Among other things, this authorized women to serve in the Organized Reserves. When the Korean War began in 1950, more than 1,200 officer and enlisted Women's Army Corps Reservists were voluntarily placed on active duty, another 50 were involuntarily recalled. Women Reservists in medical specialties were also mobilized.

(In 2002, women make up about one-fourth of the Army Reserve. They serve in leadership positions at all levels of the officer and noncommissioned officer ranks, to include several general officers. Many hold positions that women in the other components of the Army have yet to realize. For example, MG





Karol Kennedy commands the 99th Regional Support Command, one of the Army Reserve's major commands. There are more soldiers under her command — some 25,000 — than are found in any of the Army's divisions. Other Army Reserve women are on duty with U.S. forces in Kabul and Kandahar, Afghanistan.)

The Organized Reserve women of 1950 and more than two hundred thousand of their male counterparts were desperately needed. Only five years after victory in World War II, the U.S. Army was dangerously weak. Almost a quarter million Army Reservists, most of them veterans of World War II whose combat experience was critical to rebuilding the Army's fighting prowess, were called to active duty to serve in Korea, at home and elsewhere in the world during the Korean War.

Less than a decade after the Korean War ended, some 60,000 Army Reservists were called to active duty during the Berlin Crisis of 1961. The Cold War stayed cold in Berlin but not on the other side of the world in Vietnam. Although the Johnson administration opted for no large Reserve call-ups for Vietnam, thousands of individual Army Reservists did serve in Vietnam, as did 35 Army Reserve units deployed there in 1968.

The failure to call up the Reserves in the numbers needed during the Vietnam War was viewed as a critical, perhaps fatal, error in the waging of that war. Leaders such as GEN Creighton Abrams, Army Chief of Staff after Vietnam, took steps to ensure that in any future large-scale conflict, the Reserves would have to be utilized.

Army Reserve soldiers took part in the aftermath of the 1983 Grenada and 1989 Panama operations, but the real test of Abram's vision and the Total Force Policy that emerged in the 1970s came in the Persian Gulf in 1990-1991.

More than 84,000 Army Reserve citizen-soldiers provided combat support and combat service support to the Army, at home and in the combat zone, during Operations Desert Shield and Desert Storm. The Army Reserve proved that it was ready when called upon, could move out quickly and perform its missions well. The Army Reservists of the Gulf War contributed significantly to the victory over Saddam Hussein.

They also shared in the price to win that victory. Twenty-eight Army Reserve men and women were killed when an Iraqi Scud missile hit their barracks in Dhahran, Saudi Arabia, on February 25, 1991. Thirteen of those killed in this attack were from the 14th Quartermaster Detachment, a water purification unit. Another 43 of the 14th's soldiers were wounded, which gave this unit an 80 percent casualty rate. No other American or allied unit in the war suffered such a high percentage of casualties.

Since 1991, the Army Reserve, which other than two attack helicopter battalions and one infantry battalion, is now exclusively a combat support, combat service support and training organization, has been engaged almost constantly around the world, in combat, humanitarian and peacekeeping operations.

Reserve citizen soldiers went to northern Iraq following the Gulf War, provided hope in Somalia from 1992 to 1994 and went into Haiti in 1994 to restore democracy. More than 17,000 have been mobilized for the Bosnia and Kosovo operations since 1995.

Other major operations kept the Army Reserve busy as the

20th century came to a close. Army Reservists carried out the 1999 refugee operation at Fort Dix, N.J., an Army Reserve installation, assisting more than 4,000 men, women and children displaced from their homes in Kosovo. That same year, more than 7,200 Army Reserve soldiers deployed to Central America to assist the people recovering from the devastation of Hurricane Mitch. Also in 1999, Army Reserve soldiers took part in peacekeeping operations in East Timor and in Kosovo, following the end of hostilities there.

The latest chapter in the history of the Army Reserve is still being written. This chapter began one quiet Tuesday morning in late 2001 when terrorists turned four civilian airliners into lethal weapons and killed thousands of innocent Americans.

More than 2,500 Army Reservists were supporting operations around the country before the first call-up orders from the September 14 partial mobilization began. Army Reservists responded more quickly than ever before, conducting hasty mobilizations or mobilizing after being deployed.

Before the end of the year, there were more than 11,000 Army Reserve soldiers and almost 300 units on duty in support of both Operation Noble Eagle, the mission to defend the homeland and recover from the terrorist attacks, and Operation Enduring Freedom, the mission of taking the war to the terrorists and bringing assistance to the oppressed people of Afghanistan.

By the end of March 2002, some 474 Army Reserve units had been called up and about 15,000 Army Reservists were supporting operations in both mobilized and other-than-mobilized status. The contributions of the reserve components was well appreciated by the leaders at all levels.

"We could not win the war without the help of the Guard and the Reservists," said President George W. Bush on Nov. 9, 2001.

The commander-in-chief of U.S. Central Command, GEN Tommy R. Franks, told the House Armed Services Committee on February 27, 2002, that reserve component troops in his area of operations — which includes Afghanistan — are making "tremendous" contributions to the anti-terror war effort.

The respect and high regard of today's Army Reserve, as well as it being a full, equal and indispensable part of the Army, was not something that just happened.

All that the Army Reserve is today was earned on the deserts of America's southern border in 1916, in the trenches of France in 1918, in the mountains of Italy, the hedgerows of Normandy and islands of the Pacific in 1944, in the hills of Korea in 1950, in the jungles of Vietnam in 1968, in the sands of Saudi Arabia and Kuwait in 1991, in the streets of Mogadishu in 1993, and in the mountains of Bosnia in 1996.

In peace and in war since 1908, the citizen-soldiers of the Army Reserve have shown what it means to be "twice the citizen."

This 94-year commitment of selfless service to the nation demonstrates that homeland defense is not the only thing that goes back to the very beginning of the Army Reserve.



## Special Forces TAIR mega event results in enlistment

Story by Mike Murk, Syracuse Recruiting Battalion

The recruiters and the Special Forces TAIR Team members looked at each other when they saw the prospect's test scores and the resume.

We want this guy! And what was even better, he walked in to sign up for the new Special Forces Recruiting initiative.

Shaun Gardner, 20, knew he wanted to be a Special Forces soldier, a Green Beret, for 10 years. He spent most of his adolescence preparing for that goal.

"He is always reading," said his stepmother, Charla Gardner.

He has a black belt in gung fu, a Cantonese pronunciation, and is a certified gung fu instructor at his father's martial arts academy.

His hard work and advance course load in high school and college allowed him to graduate from college early. He received his bachelor's degree in International Relations from State University of New York College at Brockport at age 20.

What made Shaun's enlistment possible was the U.S. Army Recruiting Command's recent move restoring the Army program allowing highly qualified, motivated young men like Shaun to apply directly for Special Forces upon enlistment.

What brought Shaun into the Newark Recruiting Station was a well-designed TAIR mega event.

SSG Mike Truax, Newark acting station commander and Syracuse Battalion's rookie recruiter of the year for 2001, organized a full day of activities for the event. Syracuse Battalion had already drawn a two-person Special Forces TAIR team from Fort Bragg, N.C., for one week's use in the battalion area of operations. The two soldiers, SFC Matt Ames and SSG Todd Vanlangen, of the 1st Battalion, 3d Special Operations Group at Fort Bragg, were scheduled to support Newark's recruiting efforts for the day. Besides their experiences, the two brought along radio equipment, a selection of optics used on weapons unique to Special Forces units, as well as night-vision goggles, training manuals, and remote demolition training aids.

Keeping a TAIR team around the recruiting office is usually frowned upon; however, Truax had worked to create an event that would draw prospects to his station. The battalion arranged for a Rochester, N.Y., metro area radio station highly ranked in the recruiting demographic to broadcast from the recruiting station via a live remote. Radio personality and Vietnam War veteran, Allan "Brother Wease" Leven, manned the microphone, brought in the crowds and interviewed the two visiting Green Berets. To create some visual attention the battalion's black-and-gold display Humvee was parked by the entrance of the strip mall that Newark Recruiting Station calls home. And, in a windfall of good luck, a canceled event in Syracuse meant that Newark also had full use of an Army rock-climbing wall for the day.

It was the mention of the Special Forces team by WCMF's Brother Wease that attracted Shaun Gardner's attention. The Fairport High School graduate paid a visit to the station.

Why the Army's Special Forces?

"They're the elite," said Gardner, "that's what I aspire to."

"We couldn't be prouder of him," said his father, Darwin "Bud" Gardner, a high school science and math teacher. "I'm really happy he's able to do this," he said. "It's the perfect fit for him. He's going to get as far as he wants to."

His recruiter shares that assessment.

"He's definitely focused on one thing," said SSG Nathan Graveman, "and that's joining Special Forces. He's very motivated. I've only seen one other applicant go from flash to bang (from contact to contract) in one week in my time here. He makes me feel great about the job I do, especially after all he did to prepare himself. He's a quality individual."

Truax calls Gardner "the perfect candidate."

"He's the best applicant that's come through the station in my time out here," said Truax. "He's the type of applicant that recruiters hope walks in everyday. There's no doubt in my mind that he'll graduate and succeed in the Special Forces."

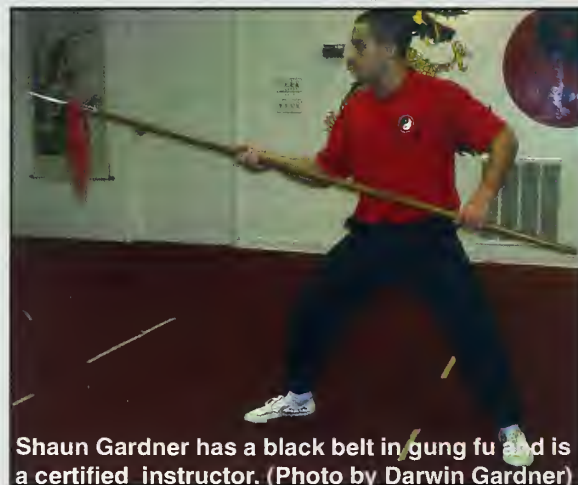
In addition to being among the battalion's first Special Forces direct enlistees, Gardner qualified for a \$20,000 enlistment bonus, a student loan repayment of over \$10,000 and rank of E-4.

Truax also reflected on the success of the day's lead generation event. "What was great about this event is that it brought together DEPs, prospects, our established centers of influence, local VIPs and news media and put a positive message out about Army opportunities," said Truax.

"It especially got our COIs focused on working for the recruiting effort." He added, noting that leads from COIs have jumped 100 percent since the event. "The COIs really felt appreciated. It was a great force multiplier for recruiting."



Shaun Gardner takes the oath. (Photo by Mike Murk)



Shaun Gardner has a black belt in gung fu and is a certified instructor. (Photo by Darwin Gardner)



## Army teams with TACOM at the North American International Auto show

*Story and photos by Kerry Larsen,  
Great Lakes Recruiting Battalion*

Great Lakes Recruiting Battalion garnered 605 leads and 116 appointments at the annual North American International Auto Show, January 12-21 at Detroit's Cobo Hall. The Army display featured a rock climbing wall, a black and gold HMMWV and a recruiting booth. Over 3,500 show attendees attempted the climb, including a number of auto industry executives.

Previewing models for the upcoming sales year and prototypes for the future, the auto show is one of the most prestigious in the country, attracting displays from automobile manufacturers around the globe. This year's show attracted nearly one million visitors during the 10-day run.

Secretary of the Army Thomas White performed the ribbon cutting to open the event Jan. 6 at the Charity Ball. Great Lakes was represented by LTC Gary D. Pease, battalion commander, MAJ Kevin R. Wilkinson, Mt. Clemens company commander, and George V. Noirot, APA Chief, at the formal affair.

"This is first time we participated in the auto show and I wasn't disappointed with the outcome," said Pease. "Our partnership with the U.S. Army Tank Automotive and Armaments Command (TACOM) was enhanced with this event. It



**A youth enjoys the rock wall at the North American International Auto Show. Over 3,500 people climbed the wall.**

was a great opportunity to promote public awareness about what the Army has to offer."

Great Lakes battalion involvement in this year's show was initiated via a request from TACOM in Warren, Mich. TACOM exhibited the GM built SmarTruck at the show. The prototype features night vision technology, GPS and a pepper spray fog dispenser, along with other futuristic weapons and defensive capabilities.

"The Army rock wall and the Army recruiting presence overall was a tremendous asset during the show. The attraction garnered a great deal of enthusiasm and attention and really aided in putting the Army front and center with the event visitors," said Alicia Price with BRTRC, Inc. BRTRC, Inc. is the contractor responsible for public displays of all TACOM equipment, which focuses mainly on joint Army — auto industry development projects.



**SFC Von Eric Gentry, Detroit Metro Recruiting Station, works the Army booth at the North American International Auto Show. TACOM provided a display screen for the event.**

## Reserve soldier gets appointment to West Point

*By Robert Sewell, Salt Lake City Battalion*

"PFC Kent joined the U.S. Army Reserve in 2001 before her senior year in high school and has already distinguished herself as an excellent soldier," says SFC Bueford R. Borron of the Boise Recruiting Station.

PFC Elizabeth C. Kent, 18, has been admitted into the class of 2006 at the U.S. Military Academy at West Point, N.Y. She is a 2002 class member at Centennial High School in Boise, Idaho.

"During Basic Training at Fort Sill, Okla., she was a squad leader and honor graduate," said Borron.

Acceptance to the U.S. Military Academy required a lengthy application process. Included among West Point's considerations are academics, physical fitness, and congressional nominations. Kent qualified for a presidential nomination because her father is a retired Army officer. She received congressional nominations from Senator Larry E. Craig and Congressman C. L. Otter.

"Everything in the Academy has a purpose," says Kent. "The discipline and regimented schedule creates leaders and the world-class academics ensures I will receive the best education possible." Cadets attend West Point at no cost, but agree to serve in the U.S. Army for five years after graduation.

Kent is third generation military. Both her father and grandfather were officers in the Army. "My father had a great influence on my decision to attend West Point," says Kent. "I respect what he did for a living, who he represented and how he served his country." She would like to study physics or geology for her undergraduate. As her military occupation upon graduation, Kent wants to fly Black Hawk helicopters.



**SFC Bueford R. Borron, Boise Recruiting Station, and PFC Elizabeth C. Kent, USMA Class of 2006.**



## Army Night with the Rochester Knighthawks

Story and photos by Mike Murk, Syracuse Recruiting Battalion

The scene was a mega-DEP function at the home team's arena.

One hundred twenty DEP members re-affirm their oath of enlistment before 10,400-plus die-hard sports fans.

The home team, trailing through most of the game, rallies late in the fourth quarter to win by two goals.

Yes, it was a great evening of professional lacrosse!

Lacrosse? *Professional* lacrosse?

The Rochester Recruiting Company staged a mega-DEP function March 16 at the Blue Cross Arena in a setting that may not be familiar to recruiters outside of the Northeast U.S.—professional indoor lacrosse as played by the National Lacrosse League.

That night, the home team Rochester Knighthawks faced off against their league arch rivals, the Toronto Rock, who had defeated the Knighthawks 14-13 in the last seconds of the 2000 league championship game. Knighthawk fans remember that game all too well. Couple that memory with this game, a must-win contest for the Knighthawks to clinch a playoff berth, and you have a match that brings a season-high turnout of 10,421 charged-up lacrosse fans.

That "charge" carried over to the response felt by 120 Rochester-area DEP members who marched out onto the turf of the Blue Cross Arena to re-affirm their oath of enlistment. After F. Anthony Keating, civilian aide to the Secretary of the Army for New York (North), administered the oath, there was an enthusiastic roar of applause as the announcer invited the crowd to welcome the nation's newest soldiers into the Army.

"Army Night" also featured several Rochester Company recruiters serving as Color Guard carrying the U.S. and Canadian flags during the performance of the respective national anthems. Knighthawks' anthem singer Mary Ellen Hayden said that one of the reasons singing the national anthems meant a lot to her this night was because the Color Guard from the U.S. Army was there.

The DEP members and their recruiters enjoyed the evening cheering on the home team and the Rochester Company leadership declared the event a success.

"This was a success because our partnership with the Knighthawks brings us to our target age group," said CPT Corey Mitchell, commander of Rochester Company. "Whenever we expose an audience of our target age group numbering 10,000 plus to the Army and the recruiters, we can't help but win."

"We've been getting a lot of calls from DEPs and their family members," said Mitchell. "They enjoyed the ceremony, the pre-game reception and Keating's remarks."

Mitchell also noted that his recruiters were really impressed by the turnout of all DEPs and family members. "They're all developing friendships . . . with other DEPs that they might carry on throughout their training."



Rochester Company provided the Color Guard.

That was evident in the crowd's reaction to the DEP swearing-in ceremony.

"It makes you feel proud that you're going in," said Beth Dennehy of Henrietta, N.Y., "that you're doing good for yourself and for your country."

"I really liked the feeling of patriotism," said future Bradley linebacker crewmember Andy Buchinger, referring to the crowd's reaction. OCS candidate Natalie Pilats agreed.

"It made me feel good that the crowd was cheering for us and our country," said Pilats, a Middleport, N.Y., resident.

The Knighthawks had a winning evening. After trailing through most of the game, they rallied with six goals in the fourth quarter to win 16-14.

Rochester Company was a winner, too. In addition to the awareness and good will generated by the evening's activities, Rochester recruiters were able to generate 36 leads for the company as well as producing two contracts.



Rochester area DEPs line up prior to the start of pre-game activities.





## Soldier wins World Cup Silver Medal

By Scott Engen, USA Shooting

SFC Todd Graves, 39, of Laurel, Miss., battled his way through a heated shoot-off to win the Silver Medal in the men's skeet event at the International Shooting Sport Federation World Cup in April. A member of the U.S. Army Marksmanship Unit at Fort Benning, Ga., Graves is a

three-time U.S. Olympian and won the Bronze Medal in skeet at the 2000 Olympic Games in Sydney.

Graves emerged from a 45-shooter field after the 125-target qualifying round having missed only one target and found himself in a three-way tie for the overall lead with Norway's Erik Watndal and Leos Hlavacek of the Czech Republic. A perfect score in the 25-target medals final round gave the Norwegian the Gold Medal and a highly-coveted quota slot for Norway in this event at the 2004 Olympic Games in Athens. Two misses from both Graves and Hlavacek brought the pair to the line for a tie-breaking shoot-off for the remaining two medals. As the shoot-off progressed through several stations,

it was the Czech who finally dropped his sixth target, giving the Silver Medal to the determined American.

"The men's skeet scores were very high in Sydney," observed the USA Shooting Team's National Shotgun Coach Lloyd Woodhouse after the match. "We came very close to getting an Olympic quota slot in skeet from Todd Graves, missing it by only a couple of targets."

Graves, the 2000 Army Athlete of the Year, enlisted in the Army in January 1984 and was assigned to the Army Marksmanship Unit after he completed Basic and Infantry Training at Fort Benning. In 1990, he was assigned as a team leader with the 20th Infantry Regiment in Korea and then returned to the Marksmanship Unit in 1991.

Since he joined the Army, Graves has had quite an impressive shooting career. He has won medals in every major shooting match in the world and was the 1997 U.S. Olympic Committee Shooter of the Year. Not only does Graves shoot skeet well, but he also excels in trap and double trap, having won medals in all three in Interservice and National Championships as well as at World Cups.

"I'd like to go back to where it all started, in Athens, Greece, in 2004 to win the Gold Medal," Graves said. "Ascension to perfection is an ongoing struggle, but I'm going in the right direction."

Graves and his wife, Tracy, live in Cusseta, Ga., with their two children, James and Cody. In his spare time, he likes to hunt, fish and coach Little League; he also performs trick-shooting demonstrations for charity, helps Boys Scouts earn their Marksmanship Badges and conducts gun safety classes for youth groups.

The 39-year-old infantryman said he's going to stay in the Army "as long as they let me."

"All my goals have been fulfilled, except one — Olympic Gold," Graves said. "Not very many people get it, but as long as I can, I'll keep trying."

*(Formed in 1956 by President Dwight D. Eisenhower to raise the standards of marksmanship throughout the U.S. Army, the Army Marksmanship Unit has been a part of the U. S. Army Recruiting Command since October 1999. The Marksmanship Unit trains its soldiers to win competitions and enhances combat readiness through train-the-trainer clinics, research and development. The world-class soldier-athletes of the USAMU also promote the Army and assist recruiters in attracting young Americans to enlist in the Army. For more information on the U.S. Army Marksmanship Unit, contact the Public Affairs Office at (706) 545-5436, paula.pagan@usarec.army.mil or <http://www.usarec.army.mil/hq/amu/>. USA Shooting is the national governing body for Olympic and international shooting sports in the United States. For more information, visit its website at [www.usashooting.com](http://www.usashooting.com).)*





## Army to boot out microfiche

By Kevin Larson, *Army News Service*

The Army is saying good-bye to an old mainstay.

After years of service, the microfiche system used by personnel units and soldiers to keep tabs on their careers is going the way of the dinosaur.

The online Official Military Personnel File will completely replace the old microfiche system by next year.

Over the coming months, the Total Army Personnel Command plans on pulling microfiche in phases, said Theresa McGuire, branch chief of Officers' Records. The first phase will be to stop sending microfiche to soldiers in the field, McGuire said, followed by eliminating the readers and associated accessories from PERSCOM.

Phase one should be completed by this summer, McGuire said. She said the personnel system should be completely electronic by next year.

The OMPF for every soldier is currently online on a test-run basis. Those records became available to access June 1, said McGuire.

Previously, only majors, captains, sergeants first class and staff sergeants being considered for promotion had access to their online files. Currently, the OMPFs for soldiers eligible for promotion to lieutenant colonel or master sergeant are available online.

The old microfiche readers will become turn-in equipment, McGuire said.

"What we're trading-in is a horse-and-buggy and we're not getting a Model A, we're getting a brand new Chevy," said Col. Howard Olsen, the Enlisted Records and Evaluation Center commander.

Replacing the old microfiche system with an online system is "monumental," Olsen said.

"We're empowering the soldier to have greater participation in career management," he said.

Under the old system, soldiers had to write letters requesting a microfiche copy of their records, said McGuire. Soldiers then had to wait four to six weeks for the microfiche to come in the mail.

"Then you had to find a microfiche reader, and those are hard to find," McGuire said.

With the online system, soldiers will be able to log onto their Army Knowledge Online account and view their records to make sure everything is correct and complete.

If a document is missing, all the soldier needs to do is take a copy of the document to one of 30 digital centers and have the document verified and scanned in for addition to the record, Olsen said.

"It's going to allow people to update records in a day or two," McGuire said.

Promotion boards will also access soldiers' files via the online system.

When soldiers pull up their records, they're only looking at a mirror image of the actual files, Olsen said. The actual file is tucked away safely behind several computer firewalls in a database.

Off-site backups of the files are kept, too, Olsen said.

By putting personnel files on the Web, the Army will not only make updating and viewing personnel files easier, it will also save money, Olsen said.

Every six months McGuire's branch spends \$50,000 on film and developing materials, mailing costs and other microfiche-related expenses, she said. It also takes a four-person staff to mail the "fiches."

The price tag for providing microfiche records to enlisted soldiers was about \$350,000 a year, Olsen said.

## LifeWorks — a free service for USAREC soldiers and families

By Pearl Ingram, *Editor, Recruiter Journal*

If you haven't thought about using the contracted information service, LifeWorks, SFC Susan Hendricks, El Cajon, Calif., recruiting station, can probably change your mind.

She was a recent victim of identity theft — someone had her social security number, her calling card number, and her credit card numbers. Not only did they have this information, they were busy running up charges to the tune of an \$1,800 telephone bill and another \$1,100 in credit card charges. The police at the station where Hendricks reported the incident weren't that knowledgeable about what she could do to get her credit rating back in good standing.

"I didn't expect what I got, and I got

more than I expected," said Hendricks about her call to LifeWorks 1-800 number.

Her first thought when Robert Hall (the Southern California battalion Soldier and Family Assistance program manager, (SFA) told her about LifeWorks was "let's see what they can do."

"They cut the red tape," said Hendricks about LifeWorks. The counselor gave her names and addresses for all major credit bureaus in her area. They advised her to get a letter to each credit bureau explaining what had happened.

"It's a free service and because it is a private company, there's no reporting up the chain of command," said Hendricks.

Hendricks' first call was so helpful that she has used the service again to solve a financial issue with her bank.

"I had an answer within 48 hours," said Hendricks.

LifeWorks counselors can assist in relationship problems as well as work issues. They can help when dealing with stress. Counselors give free, confidential assistance with issues such as emotional well being and addiction and recovery. Trained counselors are also available to talk with teen-agers about subjects which they may be hesitant to speak to a parent about.

Other services offered are:

- Personalized consultation to clarify an issue and then sort through options.
- Referrals to resources in the community.
- Free booklets, audiotapes, and CDs.

The online site, [www.LifeWorks.com](http://www.LifeWorks.com), contains hundreds of resource rooms, financial calculators, links to other sites, and provides ability to order educational materials. Spanish versions of materials are also available.

LifeWorks consultants and counselors are available at any time. They have consultants who speak Spanish and offer simultaneous translation into more than 140 other languages. TTY/TDD is also available.

Consultants have a master's degree in the human services field and at least three years of practical experience. They also have specialty areas such as childcare, eldercare, education, adoption,



legal, financial or emotional well-being.

You may contact your battalion Soldier and Family Assistance Program manager at 1-800-790-0963 for the toll-free number to LifeWorks and get the password to visit the Web site.

## PERSCOM to go online with new Web page

*Army News Service*

Users logging on to the Personnel Command Home page, [www.perscom.army.mil](http://www.perscom.army.mil), will see a new look.

"Step one is to provide our users with a better organized and more user-friendly site," said Col. Chuck Triplett, PERSCOM Chief Information Officer.

The front page will still maintain popular links to promotions and school lists, Army Knowledge online, Assignment Satisfaction Key and Official Military Personnel File. The big changes will be in how we have organized the page Triplett added.

"It's like reading a newspaper," Triplett said. "We want the most important information to be up front and above the fold. We know the Army depends on PERSCOM to have promotion and school information available at all times."

The page will be broken down into officer, enlisted, and soldier, family and veteran information.

Officers can browse directly into branch newsletters, career field designation, colonels division, evaluations, schools and training. Enlisted surfers similarly can find newsletters, drill sergeant information, evaluations and promotions, recruiting information, and schools and training.

Soldier, family, and veterans information will link to information such as PERSCOM's awards and casualty branches, Army education, personnel records, and retiree services.

Some of the big improvements to the site will be a better and more friendly search feature, a PERSCOM guide for visitors and newcomers, and an A to Z listing, officials said.

All of the links into PERSCOM directorates will remain unchanged for the present, PERSCOM officials said. They have established a work group to

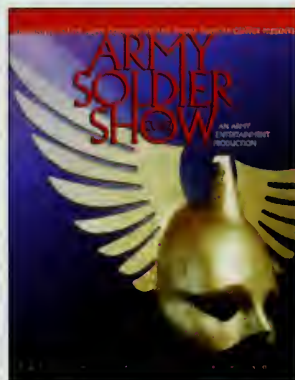


The contract recruiting pilot program partnership is signed during a formal partnership ceremony April 19 in USAREC Headquarters. The contract was awarded in January. The firms' recruiters began recruiting April 30. From left to right: Carl E. Vuono, MPRI president; MG Michael D. Rochelle, USAREC Commanding General; and George Troendle, RCI president, sign the recruiting pilot program partnership contract. (Photo by Julia Bobick, USAREC Public Affairs)

continue to improve the Web site and said future versions will incorporate features such as a MyPERSCOM, which will allow soldiers to customize and access personnel information in a way that best meets their needs.

In addition, the TAGD Online site for the adjutant general was just redesigned about six weeks ago. It can be accessed at <http://www.perscom.army.mil/tagd/index.htm> or through PERSCOM Online by clicking on The Adjutant General Directorate.

(Editor's note: Information provided by PERSCOM public affairs.)



## U.S. Army Soldier Show 2002 Tour Schedule

(If more than one performance is scheduled, the number is in parenthesis.)

### June

- 5 Fort Eustis, Va. (2)
- 7 Fort Monroe, Va.
- 12 Soldiers' Home, Washington, D.C.

- 14 Army Birthday, Washington, D.C.
- 19 Stuttgart, Germany
- 21 Bamberg, Germany
- 23 Heidelberg, Germany
- 25 Darmstadt, Germany
- 29 Vicenza, Italy

### July

- 2 Hohenfels, Germany
- 4 Grafenwoehr/Vilseck, Germany
- 6 Hanau, Germany
- 8 Kaiserslautern, Germany
- 9 Baumholder, Germany
- 11 Mannheim, Germany
- 13 Ansbach, Germany
- 15 Wiesbaden, Germany
- 20-27 SWA Performances TBD
- 31 Rock Island, Ill.

### August

- 3 Fort McCoy, Wis.
- 5-6 Fort Leavenworth, Kan. (2)
- 10 Fort Riley, Kan. (2)
- 12-13 Fort Carson, Colo. (3)
- 16 Dugway Prvg Grd, Utah
- 19 Fort Irwin, Calif. (2)
- 23-24 Fort Huachuca, Ariz. (4)
- 26-27 Fort Bliss, Texas (3)
- 30 White Sands Missile Rnge, N.M.

### September

- 3 Fort Sam Houston, Texas
- 12-13 Fort Hood, Texas (3)
- 15-17 Fort Sill, Okla. (5)
- 21-22 Fort Leonard Wood, Mo. (4)
- 25-26 Red River Army Depot, Texas (2)



28-29	Fort Polk, La. (3)
<b>October</b>	
3	Redstone Arsenal, Ala. (2)
6	Fort Knox, Ky. (2)
8	Fort Campbell, Ky. (2)
10	Fort McPherson, Ga.
12-13	Fort Gordon, Ga.
16	Columbus, Ga. (Fort Benning)(2)
19	Fort Rucker, Ala. (2)
22-23	Fort Stewart, Ga. (2)
26-27	Fort Jackson, S.C. (4)
30	Fort Bragg, S.C. (2)
<b>November</b>	
1-2	Aberdeen Proving Gd., Md. (3)
5	Fort Drum, N.Y. (2)
7	West Point/USMA
9	Washington, D.C.
10	Fort Belvoir, Va.

This itinerary is subject to change.

Check with local Morale, Welfare and Recreation officials for curtain times and performance locations.

Admission to all shows is free; tickets may be issued for seating control.

## Military Olympians visit Pentagon

*Story and photo by SFC Kathleen T. Rhem, American Forces Press Service*

Eleven military members who represented the military in the 2002 Winter Olympic Games in Salt Lake City, Utah, visited the Pentagon in April.

Four of the visitors were sporting Olympic medals. Army National Guard SPC Jill Bakken won gold as the driver of the USA-2 two-place women's bobsled team. Three members of the men's

four-man bobsled team that took the bronze are also in the military and were present: Army SPC Mike Kohn, SPC Doug Sharp, and Army National Guard SPC Dan Steele.

"It's great to have that (military) representation, (and) lovely to have the medals," Deputy Defense Secretary Paul Wolfowitz said in greeting the athletes. "But being on the team itself is a great achievement."

Wolfowitz got a laugh when Bakken asked if he wanted to hold her medal after he remarked that he'd never seen an Olympic gold medal.

"Yeah, I do want to hold it," Wolfowitz retorted. "It's gorgeous."

Wolfowitz gave each athlete hearty congratulations and a coin. The athletes presented the deputy secretary a Team U.S.A. athletic jacket. Wolfowitz also accepted a collage of portraits of 2002 military Olympians on behalf of Defense Secretary Donald Rumsfeld.

## COOL Web site helps soldiers certify skills for jobs

*By Joe Burlas, Army News Service*

Soldiers who want to develop professional civilian skills while serving in the Army now have a COOL way to see what can be required for the career field they are interested in.

The Army Continuing Education Service launched a Credentialing Opportunities On-Line, or COOL, Web site April 15 that identifies the education, experience and testing requirements to earn certification or licenses for hundreds of civilian jobs.

COOL is located on the Web at [www.armyeducation.army.mil/cool](http://www.armyeducation.army.mil/cool).

"We do not credential soldiers for civilian jobs," said Louie Chartier, post secondary education program manager, Army Education Division. "What this program does is educate soldiers about what is needed in order to get credentials for the job they want to pursue following the Army. The COOL Web site provides analysis information that links military occupational specialties with similar civilian equivalent jobs.

"It tells the soldier what to study, what work experience is required, (and) what the educational requirements are, so

the soldier can manage his own pathway to the credentials he may need," Chartier said.

About 71 percent of Army MOSs have civilian equivalents that are subject to certification or licensure, according to ACES statistics.

The Web site allows a soldier to enter the analysis section by specific MOS, or, if interested in credentialing requirements outside his MOS, by job title.

For example, a 27D legal specialist will find that his Army MOS training and experience is creditable with the National Association of Legal Assistants for legal writing, research and litigation for a paralegal job. However, the 27D soldier will also see that he needs education credits in intellectual property, bankruptcy and consumer protection law, in addition to taking and passing the ABA paralegal certification exam.

Legal specialists also can be certified as legal secretaries, legal assistants, legal clerks and court reporters, according to COOL.

Costs for certification tests can be anywhere from \$100 to \$2,000, Chartier said. But the good news is soldiers can use the Montgomery GI Bill, she said. Authorized just last year, soldiers leaving the service with the Montgomery GI Bill can use up to \$2,000 of that benefit per test.

Chartier said she encourages soldiers to use Army Computer-Based Training, also known as SmartForce, for information technology preparation courses as equivalent civilian courses can be costly. SmartForce must initially be accessed through an Army Knowledge Online account or from a Department of Defense computer.

The SmartForce courses are free to soldiers and Department of the Army civilians. The SmartForce Web site address is [www.atrrs.army.mil/channels/eLearning/smartforce](http://www.atrrs.army.mil/channels/eLearning/smartforce).

The SmartForce courses have recently been reviewed by the American Council on Education for recommended college credits, Chartier said.

In order to improve Army recruiting which had been lagging for several years, former Secretary of the Army Louis Caldera directed in August 1999 the



**Military members of the U.S. 2002 Winter Olympic Team pose for a photo with Deputy Defense Secretary Paul Wolfowitz during a Pentagon visit April 22.**



implementation of a number of initiatives — one being GI to Jobs, a program to expand opportunities for soldiers to earn civilian credentials related to their MOS. COOL is part of the GI to Jobs initiative.

Another part of GI to Jobs is Partnership for Youth Success, better known as PaYS at [www.armypays.com](http://www.armypays.com). PaYS is a program that allows a potential recruit to enlist with a civilian job waiting for him when he leaves the Army. There are currently 19 civilian companies with Army PaYS agreements, including BellSouth, John Hopkins, Sears, DynCorp and Pepsi.

"The Army had an Army Apprenticeship partnership agreement with the Department of Labor from 1974 to 1997," said Dian Stoskopf, ACES director. DoL recognized MOSs education and experience by issuing certificates in a number of civilian career fields. The program was discontinued because soldiers complained the certificates were not recognized by unions in the local areas where they wanted to work.

Many of the current certifications on COOL are based upon partnerships with national professional and technical associations, Stoskopf said, the Web site encourages soldiers to ask certification or licensure boards in the area they want to work what their requirements are for appropriate credentials.

## **Army profiles Special Forces, careers, defending home in new TV commercials and on Web site**

The U.S. Army launched three new recruiting television commercials featuring real soldiers in some of the more than 200 Army career fields. The inspiring new ads ran during Armed Forces Week and will continue to run throughout the summer.

"Ice Soldiers," one of the three new ads, demonstrates high-altitude military operations by U.S. Army Special Forces soldiers at 13,500 feet in more than four feet of snow. It features a seemingly lone soldier scaling an intimidating, rocky cliff.

"This commercial does a great job illustrating the true meaning of 'An Army of One,'" said SFC Brian Berkebile, the lone climber initially shown at the

commercial's start. "It showcases the personal commitment and drive of one soldier, while underscoring the Army's unique and unwavering spirit of teamwork."

Berkebile and other members of the 10th Special Forces Group from Fort Carson, Colo., participated in the commercial, filmed in the Uncompahgre National Forest. The U.S. Army Special Forces will mark their 50th anniversary June 18.

"Ice Soldiers" is matched by a down-home approach in "Coming Home," a commercial featuring U.S. Army Reserve soldiers returning to their homes and families from weekend military duties across the nation. The commercial emphasizes the 180 ways to serve America as citizen-soldiers while showing Army Reservists have time for their civilian careers, as well as keeping important commitments with family, friends and their communities.

The third commercial, "Made Of," highlights the more than 200 empowering, active-Army career fields interested recruits can select from in today's Army. Filmed at Fort Benning, Ga., the spot shows an airborne trainee, Apache helicopter pilot, Ranger, intelligence analyst and medic — just a few of the many career opportunities the Army offers.

The campaign includes companion print advertising in major newspapers and magazines; movie theater ads; a companion effort in Spanish known as "Yo Soy El Army," as well as detailed information at the Army's Web site, [www.goarmy.com](http://www.goarmy.com), profiling the lives of eight new soldiers.

The commercials aired May 19 and will be broadcast through mid-summer as part of the Army's numerous community-relations activities during the highly patriotic summer months. Summer community events include having Army soldiers participate at more than 14 major-league baseball games on Flag Day, June 14 — which also is the Army's 227th birthday. Soldier-athletes who won medals at the 2002 Winter Olympics appeared at the May 26 Indianapolis 500 along with West Point cadets who sang the National Anthem. The Army's soldier-

Olympians also will appear at the National Independence Day Parade in Washington, D.C., July 4.

Timing the three new TV ads to run during the nation's traditional "patriots' season" recognizes the Army's all-American roots. "Ice Soldiers" aired May 19 on the WB Network. "Coming Home" also debuted May 19 on the WB stations. The third ad, "Made Of," debuted May 26 on Fox Network and on the WB network.

The U.S. Army Recruiting Command and Leo Burnett USA developed the three new commercials to help achieve the Army's fiscal year 2002 recruiting goals of 79,500 new active-duty soldiers and 28,825 Army Reserve soldiers by Sept. 30, 2002.

## **Uncle Sam wants you at the Recruiting and Retention School**

The Recruiting and Retention School has scheduled its next instructor selection board for Aug. 12-15, 2002. If you are interested and believe you have what it takes to be an outstanding instructor, contact your battalion CSM for nomination. Once nominated, you will be provided with the Training Support Package (TSP) for the class you will be presenting to the board. Of course, prepare for the board by doing the obvious things like checking and pressing your uniform, preparing for the APFT, and getting a haircut (if you have hair). But just as important, bring a sense of humor. Be prepared to tell a joke and have some fun. Finally, but probably most important, relax.

**Celebrate the  
Army's 227th  
Birthday  
June 14th**



# Gold Badges

**RSM APRIL 2002**

## **BALTIMORE**

SFC Jonathan Dufriend  
SFC Gordon Alberti  
SSG Tracey Stremming  
SSG Kurt Spies  
SSG Jason Staub  
SSG Nigel Allen  
SGT Michael Pate  
SGT Kory Robers  
SGT Michael Jimenez  
CPL Matthew Miller

## **BECKLEY**

SSG Dusty Hunt  
SSG Mark Mounce  
SSG Montie Albert  
SSG Christopher Craig  
SGT Donald Cutlip  
SGT James Montgomery  
SGT Christopher Buckland  
SGT Gregory Zipparo  
SGT Crystie Blue

## **COLUMBIA**

SFC Michael Davis  
SFC Steven Richardson  
SFC Sabrina Wilson  
SSG James Murray

## **DES MOINES**

SFC Michael Minner  
SSG Charles Anderson  
SSG Rodney Barnes  
SSG Douglas Arps  
SSG Brian Marvin  
SGT Ian Trammell  
SGT Christopher Clauss

## **GREAT LAKES**

SSG Robert Dunning  
SSG Jason Stewart  
SSG Stephan Turner  
SSG Craig Russell  
SGT Clint Steele  
SGT Arturo Crosby Jr.

## **HOUSTON**

SSG Bryant Perry  
SGT Pablo Ureste

SGT Jorge Larez

## **JACKSON**

SSG Christopher DeLambert

SSG Michael McClain

## **JACKSONVILLE**

SFC Jeffery Petersen  
SFC Victor Lovings  
SFC Angel Padilla  
SSG Keith Thayer

SGT Jesse Thomas

SGT Joseph Mandara

SGT Christopher Alford

SGT Thomas Trentacosta

## **MID-ATLANTIC**

SFC Bryant Moore

SFC Aaron Helton

SSG Gregory Allen

SSG Troy Lee

SSG Michael Lee

SGT Dana Bullard

## **MILWAUKEE**

SSG Jeffrey Rabold

## **MINNEAPOLIS**

SFC Gregory Spinks

SSG Jeffrey Peppin

SSG Michael Ramerth

SGT Dean Vanhout

SGT Scott Williams

## **MONTGOMERY**

SSG Leonard Gilliam

SSG Geneda Graddick

SGT Donald Hontz

## **NASHVILLE**

SSG Charles Hunter III

## **NEW ENGLAND**

SFC Michael Taylor

SSG Nathan Aube

SSG Harry Johnson

SSG William Kanute

## **NEW ORLEANS**

SSG James Smith

SSG Russell Gibson

SSG Andrew Dozier

SSG Randolph Garcia

## **NEW YORK CITY**

SSG Allen Rivera

SGT Lewis Cheatwood

## **OKLAHOMA CITY**

SFC Michael Rivers

SFC Inez George

SSG Steven Lunk

SSG Herbert Belter

SSG Hector Benavides

SGT Dustin Medders

SGT Dorea Walker

## **PHOENIX**

SSG Donald Jones

SSG Craig Flint

SSG Ginny Thomas

SSG Brande Small

SGT Loren Miller

SGT Stephen Garcia

## **PITTSBURGH**

SSG James Hinzman

SSG Steven Conder

SSG William Wasik

SGT Jared Court

## **PORTLAND**

SSG Robert Lee

SSG Jerald Pena

SGT Gregory Tulk

SGT Tracey Koontz

## **RALEIGH**

SFC Lawrence Scott

SSG Bryon Vickers

SGT Fritz Kertson

SGT Tracy Hayes

## **SALT LAKE CITY**

SSG Robert Wolf

SSG William Robb

SSG Wray Gilliam

SSG Jerel Heritage

SSG Virgil Megill

SGT Michael McAllister

SGT Michael Young

## **SAN ANTONIO**

SSG L. Lee Pitts Jr.

SSG Mark Hal

SSG Scott Archer

SSG Steven Dulak

SGT Jamie Seymore



## **SEATTLE**

SFC Donald Kane

SSG James Ripley

SSG Anthony Branham

SSG Michael Stout

SSG John Patterson

SSG Alexander Avila

SGT Jessica Hicks

SGT Robyn Ward

SGT Karen Harvey

SGT Jerry Nix

## **ST. LOUIS**

SFC Frank Marshall

SFC Dwight Phares

SSG Mario Butel

SSG Eugene Sweet

SSG Steven Blair

SSG Freeman Ryland

SGT Ryan Warner

## **SYRACUSE**

SSG Kelvin Cooper

SGT John Hadley

SGT Christopher Mayers

## **TAMPA**

SFC Thomas Crompton

SFC Daniel Darling

SFC Elizabeth Miranda

SSG Eduardo Diaz-Santiago

SSG Alvin Rogers

SSG Terrence Hynes III

SSG Hector Rivera-Valle

SSG Toshia Hareld

SSG Dwayne Box

SSG Jason Provans

SSG Dana Maynard

SSG Daniel McKim

SGT Kevin Randolph

SGT Steven Gainey

SGT Dwayne Brown

SGT Christie Cornell

SGT Franklin Cruz



# Morrell Awards

RSM APRIL 2002

## BALTIMORE

SFC William Arrington  
SSG Errington Licorish  
SSG Clayton Dedmon  
SSG Marcus Campbell

## BECKLEY

SFC Samuel Arnold  
SFC Dwayne Hargrove

## CHICAGO

SSG Deven Williams

## COLUMBIA

ISG Anthony Goble  
SFC Stephen Roberson

## COLUMBUS

SFC Tracy Crawford

SFC Richard Henson

SFC Bryan Womack

## GREAT LAKES

ISG Marita Jones

## HARRISBURG

SFC James Greco Jr.

## INDIANAPOLIS

SFC Dale Blubaugh

SFC Reginald Shine

## JACKSONVILLE

SFC Elton Cook

SFC Bobby Vereen

## MID-ATLANTIC

MSG John Soucy

## MILWAUKEE

SSG Daniel Anderson

SFC Michael Ashley

SFC Edward Hawkins

## MINNEAPOLIS

CSM Eugene Roering

## MONTGOMERY

SFC Waldon McAllister

SFC Martin Smith

SFC Jerry Boykin

SSG Bobby Jones

SSG Michael Owens

## NASHVILLE

ISG Bruce MacDonald

ISG Loren Sturgis

SFC Gregory Smith

## NEW ORLEANS

SFC Sean Isaac

## OKLAHOMA CITY

SFC Shannon Lawrence

SFC Jerry Casey

SFC James Watson

SSG Sean Stoneman

## PHOENIX

SFC Michael Nelson

SSG Valerie Tucker

## PITTSBURGH

SFC Brett Culver

## SACRAMENTO

SFC Jeffrey Miles

## SALT LAKE CITY

ISG Frank Smith

SFC Edmund Winters



MSG Lamont Rethlake

## SEATTLE

SFC John Landers

SFC William Tony

SSG Michael Glessman

## SOUTHERN

## CALIFORNIA

SFC Todd Johnson

SFC William Copeland

SFC Tracy Cutler

## TAMPA

CSM Calvin Forehand

MSG Diana Connell

SFC Ernesto Escobales

# Recruiter Rings

RSM APRIL 2002

## BALTIMORE

SFC Kimberly Cook  
SFC Valerie Dyer  
SFC Donald Johnson  
SFC Vernon Sams  
SSG Christopher Moos  
SSG Tracy Yarbrough  
SSG Tommie Herring  
SSG Philip Tomey

## BECKLEY

SSG Charles Bolyard

## CHICAGO

SFC Michael Dial  
SSG Tracey Lamar  
SSG Rory Carothers  
SSG Pedro Ramirez Jr.

## CLEVELAND

SFC Ted Kinney  
SSG Kevin Myler  
SSG John Szewczyk

## COLUMBIA

SFC James Brunson Jr.  
SSG Grason Abbott  
SSG Anthony Quintal

## COLUMBUS

SFC Sean Call  
SSG Damon Draught  
SSG David Taylor

## DALLAS

SSG Carl Miller  
SFC Vernon Franklin  
SFC Steven Stoiber  
SFC Demetrius Bibbs  
SFC David Holder  
SFC Gregory Hidalgo

## JACKSONVILLE

SGT Sean Baker

## INDIANAPOLIS

SFC John Trowbridge  
SSG Wiley Walker

## KANSAS CITY

SFC George McCain  
SSG David Streich

## MIAMI

SFC Terrence Moultrie

## MINNEAPOLIS

SGT Tony Martineau

## MILWAUKEE

SSG Laverne Barnhardt

SSG Brian Pollack

## MINNEAPOLIS

SFC Martin Brill

SFC Eugene Arcurio

SFC Joseph Embury

SSG Michael Schwab

SSG Roger White

## MONTGOMERY

SFC Michael Martin

SFC Thomas Tuttle

SFC Gerald Reed

SSG Lloyd Mills

## NEW ENGLAND

SFC Timothy Kelley

## NEW ORLEANS

SSG Neal Davis

## NEW YORK CITY

SFC Antione Clark

SFC Maria Green

SSG George Gonzalez

## OKLAHOMA CITY

SFC Michael Dickerson

SSG Dominic Asberry

## PHOENIX

SFC John Main

SFC Gregory Hubby

SFC Robert Bee

SSG Anthony Riley

SSG Elliott Medford

## PORTLAND

SFC Ionadas Miguel

SFC Timothy McCray

SFC Tina Kennedy

SSG Patrick Dambrosio

## RALEIGH

SFC Christopher Oliver

SFC Deangelo Allen

## SACRAMENTO

SSG James Burns

## SAN ANTONIO

SSG Robert Kubash

SSG Brian Frierson

SSG Joel Gomez Jr.

## SEATTLE

SFC Kevin Hill

SFC Robert Blackstone

SFC Timothy Stanton

SFC Jonathan Griffin

SSG Robert Patterson

SSG Theodore Petersen

## SOUTHERN

## CALIFORNIA

SFC Charles Lewis

SGT Jerry Smith

## ST. LOUIS

SFC Albert Fagan

## TAMPA

SFC Kelly Bennett

SFC Erick Bertram

SFC Juan Rios-Carmonas

SFC Robert Bousquet

SSG Jason Richards

SGT Willie Gilbert

## 3D AMEDD RECRUITING BRIGADE

SSG Trevor Bethel



# The Test

1. What regulation covers Recruiter Expense Allowance?
  - a. USAREC Reg 672-10
  - b. USAREC Reg 55-2
  - c. USAREC Reg 27-2
  - d. USAREC Reg 37-16
2. Occasional unplanned \_\_\_\_\_ for individuals who directly assist in the recruiting effort such as COIs, DEP and DTP members are authorized.
  - a. Meals
  - b. Events
  - c. Reimbursements
  - d. Gifts
3. As a part of the record of expenses, soldiers must maintain a daily record of expenses in their \_\_\_\_\_.
  - a. Laptop
  - b. Desk
  - c. Mandex
  - d. Not required to keep a record of expenses
4. The authorized amount of usual REA is \_\_\_\_\_.
  - a. \$50
  - b. \$65
  - c. \$75
  - d. \$70
5. What form does the recruiter use to claim REA?
  - a. SF 86
  - b. SF 93
  - c. SF 1164
  - d. SF 991
6. Recruiters are authorized to draw a monthly cash advance from an automated teller machine. Advances are limited to \_\_\_\_\_ per month.
  - a. \$45
  - b. \$75
  - c. \$50
  - d. \$70
7. Who is authorized to receive REA?
  - a. All recruiting personnel
  - b. Military personnel only
  - c. All military personnel whose principal assignment is to perform recruiting duties
  - d. Civilians in the Recruiting Command
8. Commanders must encourage \_\_\_\_\_ filing of claims to ensure recruiters are expeditiously reimbursed.
  - a. Mandatory
  - b. Accurate
  - c. Timely
  - d. Not
9. If deemed necessary to curb abuse, recruiting brigade and recruiting battalion commanders may require receipts to substantiate claims.
  - a. True
  - b. False
10. When a soldier is removed from performance of recruiting duties, even on a temporary basis, the REA is terminated \_\_\_\_\_.
  - a. Permanently
  - b. On request from the commander
  - c. Until the individual is returned to recruiting duties
  - d. Per the station commander
11. There are five basic colors on a topographic military map.
  - a. True
  - b. False
12. Each tick mark on a Lensatic compass is equal to 5 degrees and 15 mils.
  - a. True
  - b. False
13. When determining distance, using a 1:50,000-scale map, 1 inch on a map is compared to how many inches on the actual ground?
  - a. 5 inches
  - b. 150 inches
  - c. 15,000 inches
  - d. 50,000 inches
14. To properly zero an M16A2 rifle, you will need a 25-meter range, 18 rounds of ammunition and a zero target of how many meters?
  - a. 50 meters
  - b. 150 meters
  - c. 300 meters
  - d. 250 meters
15. When placing a tourniquet on an injured limb it must be placed \_\_\_\_\_ above the edge of the wound.
  - a. 1-3 inches
  - b. 2-4 inches
  - c. 3-5 inches
  - d. 2-3 inches

The answers to this month's test can be found on the inside back cover.



# Mission Box

## The Achievements of One that Contribute to the Success of the Team



### RSM April 2002

#### Top RA Recruiter

SSG Alejandro  
Tapiaastacio  
(New England)

SSG Quinton Mason  
(Raleigh)  
SSG Ivory Hewett  
(Tampa)

SSG Anthony Sigmund  
(Columbus)

SSG Francisco Ortegafigeroa  
(Dallas)

SSG Roberto Malibiran  
(Portland)

#### Top USAR Recruiter

SFC James Lancaster  
(New York City)

SFC Dwight Rodriguez  
(Atlanta)  
SSG Fitimalo Siaosi  
(Columbia)  
SFC Juan Paunettorivera  
(Jacksonville)  
SFC Jerry Boykin  
(Montgomery)  
SFC Larry Owens  
(Raleigh)

SFC James Mauer  
(Cleveland)

SSG Michael Flores  
(Des Moines)

SGT Eliezer Fournier  
(Sacramento)

#### Top LPSC

Parkersburg  
(Beckley)

Ft. Pierce  
(Miami)

Menasha  
(Milwaukee)

Tyler  
(Houston)

Sandy  
(Salt Lake City)

#### Top OPSC

Pikeville  
(Beckley)

Cleveland  
(Cleveland)

East Liverpool  
(Cleveland)

Freemont  
(Des Moines)

Spanaway  
(Seattle)

#### Top Company

Manchester  
(New England)

Gainesville  
(Jacksonville)

Columbus  
(Columbus)

Overland Park  
(Kansas City)

Tacoma  
(Seattle)

#### Top Battalion

None

None

None

None

None

#### Top AMEDD

Southwest

Florida

Chicago

San Antonio

Northwest

### Answers to the Test

1. d. Recruiter Station Administration Update  
Issue AM, dtd March 2002.

2. a. USAREC Reg. 37-16, para 9a(2)

3. c. USAREC Reg. 37-16, para 8a(2)

4. c. USAREC Reg. 37-16, Table 1

5. c. USAREC Reg. 37-16, para 8a

6. d. USAREC Reg. 37-16, Para 5

7. c. USAREC Reg. 37-16, para 4a(1)

8. c. USAREC Reg. 37-16, para 8b

9. a. USAREC Reg. 37-16, para 7

10. c. USAREC Reg. 37-16, para 4b

11. b. STP 21-1-SMCT, Task 071-329-1000, page 24, para 1c

12. b. STP 21-1-SMCT, Task 071-329-1003, page 46, para 1c (1)

13. d. STP 21-1-SMCT, Task 071-329-1008, page 53, para 1

14. c. STP 21-1-SMCT, Task 071-311-2030, page 121 (Under conditions)

15. b. STP 21-1-SMCT, Task 081-831-1017, page 500, para 2b

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**FLARE**



# FLAG DAY

JUNE 14, 2002